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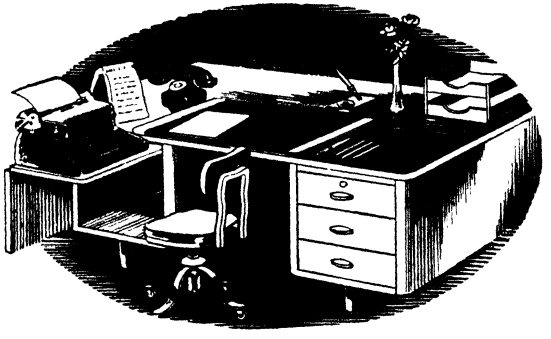
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SECRETARIAL EFFICIENCY

SECRETARIAL EFFICIENCY

by Frances Avery Faunce

and Frederick G. Nichols



SECOND EDITION
THIRD IMPRESSION

THE GREGG PUBLISHING COMPANY
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SECRETARIAL EFFICIENCY, SECOND EDITION

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PREFACE

A house must be lived in to discover what changes here and there will make it more livable. So a book about secretarial work must be tried both in the office and in the classroom before a thoroughly helpful revision can be made. The training and experience of its authors, together with its tryout by teachers and by secretaries, count for much in developing basic course material. Extensive use of the first edition of *Secretarial Efficiency* under diverse classroom conditions and in varied offices has led to the practical improvements in this second edition.

This is a revision of a book which in many senses pioneered a new field of business training beyond the secondary-school level. It made many friends whose experiences with it have been shared with the authors. These on-the-job and in-the-classroom reports have formed the basis of this up-to-date revision. The book is therefore offered with confidence that it will serve well those who train people for service in the secretarial field and those already in that field who wish to manage their jobs more efficiently.

The qualifications of a secretary are largely dependent on the kind of person she is, what she knows that is essential to her work, and what she can do. Those who have used the original book commend it for its attention to these three things. The authors have preserved and added to such materials as have proved most useful. As before, this book combines the development of personality and secretarial skills with the background of business knowledge necessary to intelligent secretarial service.

While "tricks of the trade" are not overlooked here, they are not permitted to overshadow fundamentals. These must be clearly understood if the secretary is to relieve her employer of much of the detail of his work, and of even some of his more important executive responsibilities. Users of the book have commended this feature, also. They share the authors' belief that secretarial training should be career training in the best sense of that expression—something more than narrow vocational training. From this point of view the revision has been designed for the secretary and the

employer, the student and the teacher, and others who supervise preparation for this popular vocation.

This book will serve those who wish to read authoritative material for self-improvement, as time allows. It will serve equally well those who desire to make an intensive study of the secretarial profession. And as a book of reference for secretaries and others it will be found valuable.

FRANCES AVERY FAUNCE
FREDERICK G. NICHOLS

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PART I

Efficiency and Personality

CHAPTER ONE

THE EFFICIENT SECRETARY

Success in the vocation. The central character in this book is the efficient secretary. Her success depends on the way in which she can type a letter, take instructions, meet the visitor, get along with others, keep affairs confidential, and rise to emergencies. Her value as a secretary is not appraised in terms of her technical skill alone, or of her understanding of business procedure, or of her personality, but on the basis of all three of these together. The secretary is paid in proportion to her efficiency as a whole. Other characters make their entrance into this book—the employer, the business caller, the person who telephones, the people who write letters or send telegrams, and associates in the office. Each one makes direct demands on the readiness of the secretary.

Of course, every secretary has her own practices and ideas to contribute to and compare with the experience of other secretaries. No single book can cover every detail of secretarial procedure, because of the infinite variety of tasks that secretaries perform. As this book progresses, you will find new characteristics, new activities, and new principles for use in meeting the demands of this vocation.

Many worth-while positions are open to young men, who may either work up to official rank through junior executive duties or advance into important secretaryships. The word *secretary* has come to imply a wide range of responsibilities. Not a few men executives have gone through the channel of secretarial work. They have had a chance to understudy men of wide experience—to watch their decisions, their ways of dealing with people, their careful use of words, their habits of work. They have been able to observe closely the traits that make a man successful in business and respected by his associates and even by his competitors. Every employer of secretaries is the more competent if he has a thorough acquaintance with what a secretary should know and do and be. Since most employers of secretaries are men and most secretaries

are women, this book finds it convenient to use the feminine pronouns (*she, her, hers*) when referring to the secretary and to reserve the masculine pronouns (*he, him, his*) for reference to the employer.

Variety in secretarial work. In gaining your initial acquaintance with secretarial work through this book, do not look too intently for detail. You do not ask too many personal questions of a person the first time you shake hands with him. You may look him over quietly and think that you would like to know him better; you conclude that he may prove quite interesting on further acquaintance, if you give him the chance. That is the attitude you may take toward this book. That, in fact, is the very way in which the secretary gains her first general acquaintance with the reference books necessary to her employer's business or profession.

When you enter secretarial employment for the first time, you feel that much is expected of you all at once. You are expected to take instructions and criticism, and to care for telephone calls, dictation, and other duties large and small. If you have worked in an office before, you know what to *give* to a new position—your knowledge, your judgment, your industry, your loyalty, your skill, your personality. It is expected that in the business world you will care about how much *money* you get for your work. It is expected that you will care also about how much *service* you give to the business. This service includes putting postage stamps on straight, changing typewriter ribbons before they fade, and keeping your employer's desk in order, as well as performing the larger tasks, which may seem more interesting.

Many secretaries meet the requirements of an office easily. The longer the list of pressing matters, the more they enjoy their work. The efficient secretary can attend to the following demands in such rapid succession that they seem to be parts of a single activity.

Answer two telephone calls—one on the outside telephone line, which gives a message she must take down in shorthand, the other on the interoffice telephone, which asks for an address she must find while the line is held

Finish transcribing a rush letter that is in her typewriter and requires three carbon copies

Respond to the buzzer of her employer, for more dictation.

Find in the files a letter written a year ago, which he needs for that dictation

Complete typing a report started yesterday and due the first thing tomorrow morning



Successful secretaries know how to type a letter, take instructions, meet the visitor, get along with others, keep affairs confidential, and rise to emergencies.

Turn away (courteously) an insistent caller for whom her employer cannot be interrupted

Watch for a telegram on which an important deal depends

Answer a question from an associate in the office who cannot go on with her work until she has assistance

Remind her employer that he should go to a committee meeting in another fifteen minutes

Catch up with the necessary filing of yesterday's correspondence

Ask her employer when he can see his head clerk about a certain memorandum

Tell her employer that his lawyer telephoned to say that he cannot make the desired appointment until next week

If you are just starting your career, this list may have left you breathless. But the efficient secretary could look down the list and tell off another dozen items that she knows from experience might claim her attention at the very same time.

Secretarial Efficiency is written for secretaries and for secretaries in training, with the desire

1. To show how each duty may be carried through efficiently.
2. To present ways of handling many duties at once with equal efficiency.

An accurate *typist* can copy legal documents without error. A well-trained *switchboard operator* can handle many active lines at once. A superior *dictating machine operator* can transcribe evenly and well from successive records. A competent *bookkeeper* can be relied on for correct accounts. But whoever becomes a secretary must expect to be continually doing, watching, thinking, talking, listening, starting this, finishing that, waiting, and co-operating. All these activities will be bound up in tasks that are very different from one another in kind, in importance, and in the length of time required for their completion.

Integration necessary to the secretary. This book is intended to show how to integrate the variety of vocational skills, knowledge, and personal traits that are necessary for success in secretarial duties. Here is a simple illustration. Let us say that in the course of your education you studied these subjects:

Grammar	Typewriting
Punctuation	Arithmetic
Spelling	Letter writing
Penmanship	Tabulation
Shorthand	Filing

You studied spelling as a subject by itself. It was necessary to study both shorthand and typewriting at first as separate subjects, until you were skilled enough to unite the two by transcribing your shorthand notes into typing. And at that very time you were integrating with those two technical skills your knowledge of letter writing.

Efficient secretarial work depends on combining and recombin-

ing what you *can do* with what you *know* and with what you *are.* Suppose that the secretary is asked to write a letter that includes a brief tabulated financial statement. Notice that every item in the foregoing two columns may be integrated in this one task. She must *be able to do* the following: write shorthand; use the typewriter; use penmanship, to sign her name; use a file, for the finished carbon copy. She must *know* how to write in correct English; how to punctuate; how to spell; how to arrange a letter, including tabulation; and how to handle figures. In this one task she must integrate not only these matters of skill and understanding but also various personal traits, which indicate what she *is.* If we go into the very finest points of this task of writing one letter, we may be surprised to find how many secretarial traits are involved, for example,

Attention	Intelligence
Interest	Memory
Accuracy	Perseverance
Dependability	Quickness
Neatness	Versatility
Alertness	Self-reliance

The variety of ways in which a secretary combines what she knows and is able to do makes her position interesting. The secretary is neither bored nor confused by her work. She has learned by experience that what may not be of value alone may be useful to the business as a whole.

Six "wh" words. A secretary constantly has use for six short, staccato words beginning with *wh: What? Who? Why? When? Which? Where?* The alert secretary who answers these questions effectively has her attention on her work. Quick questions require quick answers.

The lists given below show a few of the many questions that the six *wh's* may ask the secretary of Mr. Ames.

What?

What is in the morning mail?
What shall I do about this circular that Mr. Ames returned to my desk?
What did Mr. Ames tell me to ask Mr. Dustin?
What does Mr. Ames mean by writing *Hold* on this letter?

Who?

Who called on my telephone line while I was taking dictation?
Who was the woman who was looking for an eight-room house?
Who came in last week about rebinding some books?
Who wrote to us some time ago about radiator paint?

Why?

Why should I send a carbon copy of this letter to the branch offices?
Why shall I ask for a return receipt for this registered letter?
Why must I check over Mr. Ames's bank statement?

When?

When shall I watch for the answer to this telegram?
When is Mr. Ames to meet the City Clerk?
When shall I make the reservation for Mr. Ames's trip next month?
When does the next mail go out for this rush letter?

Which?

Which printer will put through this piece of work for us at the least expense?
Which kind of paper shall I use for this report?
Which letters should be transcribed first from my notebook?
Which memorandums should be called to Mr. Ames's attention immediately?

Where?

Where did I put the pamphlet about Mr. Ames's annual business convention?
Where can I reach the insurance agent who came in yesterday?
Where shall I keep the supplies that I use most frequently?

In some instances two or more of these "what's" and "who's" may be combined in a single inquiry, for example,

What is in the morning mail, and *which* letters should go to Mr. Ames's desk?
Who called on my telephone while I was taking dictation, and *what* was the message?

REASONS AND PRINCIPLES

The activities of the secretary are guided by many rules. Her judgment is constantly telling her the reason why she should do a task this way or that way. A principle is a settled rule of action. *Secretarial Efficiency* gives many principles as a guide to office work. When a new duty comes to the secretary's desk, she should

be able to use her initiative without minute directions. She should know the principles that tell her how to go ahead and the reasons why she should choose to follow one or another principle.

Reasons tell why. They give you direction about what to do. Therefore, you should know the reasons for what you do. If you determine to develop an inquiring mind, you will lose no oppor-



Executive in the making. Not a few men executives, as well as women executives, have gone through the channel of secretarial work.

tunity for learning all that you can, not only about how things are done in an office but also about why they are done at all and why they are done in the ways that they are.

The secretary who has progressed from one position to another knows that in different offices, and even within the same office, routine procedures are different. The experienced secretary learns to fall into her individual routine with a firm hold on the underlying principles. She is not distracted or retarded by new or unusual demands. She chooses the right principle and then goes

ahead. She may not have handled that particular task, but she has had experience in choosing and applying the right principle for carrying a task through.

Principle and Reason in Practice

Suppose that the trained secretary has several duties immediately before her. She knows the *principles* of secretarial procedure for such tasks. She understands the *reasons* why certain principles are her guides for these tasks. She has acquired the ability to apply those principles in actual *practice* for the accomplishment of the tasks. In every secretarial activity she finds bound together these three factors: the principle, the reason behind the principle, and the practice of that principle. Gradually she makes for herself the pleasant discovery that experience gives her increasing power in putting into practice these reasonable principles.

The following paragraphs set forth seven principles, with the reasons behind them and certain concrete practices in which they are applied. It is important to notice that *one principle covers more than one practice.* This means that the adaptable secretary who has mastered the essential principles can meet any reasonable demand.

Principle 1. Work must be put through in the proper order, regardless of the order in which the separate tasks first present themselves.

Reason. First things must come first because in business activities time involves money.

Practice. A telegram is sent through immediately. A rush letter is transcribed promptly. An employer is reminded of an appointment, even though it interrupts other work. A report is ready for a meeting, even though other duties have had to be pushed aside. If an employer is leaving the office early, the letters that he should sign personally are transcribed before other work is attended to.

Principle 2. Everything should be correct.

Reason. Business cannot risk the uncertainty of mistakes or misunderstandings.

Practice. Exact statements are made in clear English. Accounts are reckoned to the penny. Names, hours for appointments, and figures for whatever purpose are treated with absolute accuracy.

Principle 3. The majority of statements should be put in writing.

Reasons. They will be clearly understood. They will act as reminders, when necessary. They can be put on file for future reference.

Practice. Legal agreements are put in writing over written signatures. A telephone conversation is often confirmed in writing. The quotation of a price is usually made in writing for the information of the seller and the buyer. The hour set for an appointment is written down on the desk pads of the employer and the secretary. Written record of even an informal conference is often required.

Principle 4. Whatever is put in writing should be dated.

Reasons. Often the date has an important bearing on what is written. Dates give the sequence of written matter belonging to a single transaction, both for active use and for orderly filing.

Practice. All correspondence bears the date of writing and the date of receipt. Brief memorandums and telephone messages are dated. The lease, policy, bill, invoice, check, receipt, and form letter have dates.

Principle 5. A single transaction must be carried through intelligently from start to finish.

Reason. Every link of a transaction is essential.

Practice. The secretary keeps a follow-up system for outstanding links of business. The secretary watches the incoming mail for the progress of transactions. She reminds her employer of details that should be pushed along.

Principle 6. Everything must be kept where it can readily be found.

Reason. Order is necessary to save time and ensure systematic procedure.

Practice. Matter that is ready to be filed is not allowed to accumulate. A card is kept in its exact place in an index. Calendar pads are kept clear as to order of appointments. Telephone directories are readily accessible.

Principle 7. Confidential matters are confidential.

Reason. Business secrets must not be made known to competitors or to patrons or clients.

Practice. The secretary keeps matters of special privacy locked

in the safe. She does not answer curious questions from associates either within or without the office.

These and many other principles and practices discussed in *Secretarial Efficiency* should be familiar to you, so that you will not have to keep saying,"I wonder why. . . ." Instead you will be able to say:

"I know why I should take down this instruction in writing."
"I know why the points in this paragraph should be numbered."
"I know why I should use a light-weight carbon paper for the copies of this report."
"I know why I am required to put a cross reference to this memorandum in the files."
"I know why I must write the hour of this appointment on my calendar pad."
"I know why I should keep this contract in the safe."
"I know why I must enter this expenditure for postage."
"I know why I should stamp the date on the blueprints just received."
"I know why I should keep this reference book on my desk."
"I know why I should get this letter into the mail before I look up the data for Mr. Mason's monthly report."
"I know why Mr. Mason is sending a telegram instead of a letter to Mr. Akeley."
"I know why I must let Mr. Mason know if the reply to that telegram does not come through by noon."

The secretary who understands the reasons why she should choose this and that practice to forward her work uses with assurance the initiative that makes her a valuable employee. The employer's confidence in her warrants his paying her a salary commensurate with her secretarial efficiency.

CHAPTER TWO

ATTENTION TO INSTRUCTIONS

Following the employer's directions. Questions may be asked at the appropriate time, but they should not be questions that come from inattention or from lack of intelligent interest in what is going on. There are substantial reasons (1) why you must *hear what you are told,* and (2) why you must *heed what you are told.* You must *hear* a man when he asks you to make five carbon copies of a report; then you must *heed* that instruction by writing a note in your notebook to make those five copies, and, finally, by carrying out the direction.

The employer pays an efficient secretary to hear, to heed, to "use her brains." A secretary who has been working with a man for a number of months has learned in that time how and when he wishes certain duties performed. Realizing this, he gives his instructions less in detail as time goes on. The experienced private secretary handles a great amount of work without any direct supervision and, when her employer is away, can carry through certain transactions as he would, because she has assimilated his ways.

At the beginning of her career, the secretary is obliged to outgrow dependence on others. Indeed, in many an office—such as that of a small business, a doctor, a dentist, a professor, or an architect —there is no one else but the employer. The secretary must do her own listening, take her own instructions, find out for herself what her employer "means" when he gives definite directions. She herself must be "all attention." It is a common statement about the head of an office that "what he says goes." He pays his secretary for helping to make what he says *go,* and she adapts herself willingly to his direction.

Units of instruction. The secretary should never go to any superior's desk, even for a single slight errand, without being in readiness to take down instructions or dictation. All instructions should be immediately written down. This is not the place to rely on memory.

Further orders may follow on the heels of these, or a telephone call may interrupt the immediate carrying out of a request.

Before you begin to follow written instructions, you should read through them attentively from start to finish. A unit of instruction must be considered as a whole. This unit may range in length from a single initial or abbreviation of a word to many paragraphs. For example, in the margin of a letter or a memorandum an employer may write a single word or letter, or a single phrase or sentence, such as

F, to mean "File, I have seen this. It needs no further attention."

A. M. C., to mean "Please put this on Mr. Clark's desk for his attention; you need not show it to me again."

No, to mean "Please telephone to the writer of this memorandum in our credit department to say that I agree with him that we should buy no more lamps from that concern."

Yellow sample, to mean "I prefer the yellow sample of manifold paper."

Upper and lower berths on train as marked for Saturday night.

The unit of instruction of greater length may consist of one or more complete paragraphs, for example,

A paragraph of dictated instructions regarding the monthly expenditures for light, laundry, and certain other office needs, together with directions about setting up the findings in column form and then in graph form.

By grasping a whole unit of instruction the secretary saves time because she starts a piece of work with a definite scheme in mind for the entire procedure. Instructions are given to be acted upon. In carrying them out to the last detail the secretary is doing what she is paid to do.

The office manual as a guide. Offices differ in the ways in which both general and particular instructions are given. Your employer or an office or department supervisor may require certain procedures. To find these out you may have to search intelligently through files and records. In a well-regulated establishment, however, you may be given an office manual of instructions to study and follow.

An office manual usually contains instructions about letter

forms, carbon copies, the handling of papers, and many small details of a secretary's work. An employer can take time to give instructions only once. Let us suppose that there are several stenographers in his office (there may be many of them); new girls may come in during the year. He has given a wide variety of work to a wide variety of girls over a long period. He knows their common difficulties. He has watched their best work. He knows what is to be done.

Out of this experience—perhaps with the help of his supersecretary—he eventually develops a guide for the whole staff of stenographers. It contains instructions to cover frequent procedures. In large offices details are outlined so that uniform methods are used for all work of a given kind. This saves time and makes it possible for everyone in the office to become familiar with the ways in which work is to be done.

Each instruction may deal with what may seem a mere detail; but these small matters are handled over and over again in the course of a month. When you are writing scores of letters each week, placing the date properly is important. A well-established habit saves time. When the mechanical phases of letter transcription becomes habitual, a secretary's attention can be centered on the *meaning* of the letter rather than on the way that it is being typed.

Often there are several right ways of doing a thing. For instance, the initials of an employer and his secretary must be typed at the close of a letter. For this many correct styles are in use, including

AKA:MB AKA:mb AKA.MB AKA/MB AKA-MB AKA/mb aka.mb

As this identification must be typed at the close of practically every communication, waste motion in making the notation eats away office time. The ideal office manual tells the quickest good ways of doing things.

The office manual outlined below for *Secretarial Efficiency* is like the manual that a secretary may be expected to follow. In many details the office procedure outlined here will prove adaptable until or unless the secretary is otherwise instructed by the employer. Often one practical standard only is suggested. *The habit of choosing one good way of carrying out a routine task saves*

time. This book assumes that at some time, in English and typing courses, the reader has studied letter writing and letter forms and arrangement. The office manual, therefore, gives brief instructions for office procedure. A simple, direct form can always be counted on to be in good style. It is like simple, well-tailored clothes, in which one has reason to feel "right." Rules in the following office manual are given briefly; principles and reasons behind these rules will be studied in various chapters of this book.

OFFICE MANUAL FOR SECRETARIAL EFFICIENCY

Taking Instructions

Expect instructions. Always take instructions in writing. Do not depend on your memory. Be ready for sudden dictation, however brief. Always report at the desk of your employer with

Something to write on—notebook or pad of paper
Something to write with—pen or pencils
Folder in which to place letters and other matter

Listen to instructions. Use judgment as to how and when to ask necessary questions. Understand what is to be done. For instance, if you are asked to make two copies of a memorandum, be sure whether this means an original and one carbon or an original and two carbon copies. Know when each piece of work is due.

Heed instructions. Carry out instructions fully. Follow instructions thoughtfully, not automatically. Be systematic, prompt, and reliable about turning in finished work. Pay intelligent attention to corrections.

The Date Always

What and where to date. Date everything, no matter how unimportant it may seem to you.

Date of writing. Date all written matter *in the upper right corner,* with the last figure approximately flush with the right margin. Put the date on every

Letter	Report
Memorandum	Manuscript
Telephone message	Tabulation
Message from a caller	List of data
Telegram	Legal document

Date of receipt. Use date stamp for received matter, stamping near the date already written on the letter. If no rubber stamp is available, write by hand, Recd. 2/20/47. Do not mar checks or special documents with date of receipt. Put the date on all incoming matter, such as

Letters	Booklets
Memorandums	Blueprints
Messages	Specifications
Catalogs	Bills

How to date. Do not put a period at the close of a date line.

Formal date. Use formal date on letters, manuscripts, reports, and all other matter requiring dignified appearance. Do not abbreviate the month. Use

February 20, 1947

Informal date. Abbreviate the name of the month on informal matter; this is not good form for regular correspondence.

Feb. 20, 1947

Numerical date. Use numerical date on ordinary memorandums, messages, rough drafts, bills, invoices, and all other matter where business brevity is permissible.

2/20/47

The Right Form for the Purpose

Letter. The letter in its fullest form requires the following (see figure, noting for yourself which elements are essential to *every* letter):

Letterhead. When printed letterhead stationery is not supplied for a given purpose, type the employer's business address above the date and indicate his name or the name of the company under the space allowed for his signature.

Date. In upper right corner, flush with right margin, without a period:

February 20, 1947

Subject. When desired, on next line after date, but flush with left margin:

Subject: Revision of Cost-Card System

or specifically for legal work:

In re: Hale v. Wilson

LETTERHEAD

Date

Subject

Name
Address

Attention of (name)

Salutation:

Block style of paragraphing

the

body

of

the

letter

(ATTENTION! ALWAYS NOTICE WHAT YOU ARE TYPING ABOUT!)

Complimentary closing,

Typed under-signature
(with or without
official identification)

EMP:sec
Enc. 2
By parcel post - 1
C: (or cc:)

P. S.

Framework of a business letter. Not all these details are necessary to every letter. Widely varied styles are acceptable, but good taste demands consistency.

Name and address of addressee. In block style, flush with left margin, without punctuation at the end of lines, single-spaced, followed by blank space. Give the street and number and postal zone, whenever possible. The name and address should occupy at least three lines:

John H. Jones & Company
Woodsville
Oregon

or

The Regulation Oil Co.
141 Yester Way
Seattle 4, Washington

Attention line. If needed, centered and underscored (or flush with left margin):

Attention of Mr. John H. Jones

Salutation. Consistent with the name as to gender and number, and followed by a colon:

For Mr. William Brown

Dear Sir:
Dear Mr. Brown:
My dear Mr. Brown:

For Messrs. William Brown & Sons

Gentlemen:
Dear Sirs:

For Miss or Mrs. Brown

Dear Madam:
Dear Miss Brown:
Dear Mrs. Brown:
My dear Miss Brown:
My dear Mrs. Brown:

Body of letter. Short letter: double spacing, indented paragraphs. Long letter: single spacing, block style, with double space between paragraphs.

Complimentary closing. Appropriately chosen; followed by a comma:

```
Very truly yours,
Sincerely yours,
Cordially yours,
```

Signature space. Allow four blank lines for signature.

Under-signature. Type on all except very personal letters, without period:

```
Very truly yours,
(Space for signature)
James H. Brown
```

Under-signature with official identification. Spell out in full without a period at the close:

```
Very truly yours,
(Space for signature)
James H. Brown, President
```

The complimentary closing, with or without under-signature, should be so placed as to allow handwritten signature to come to the right margin of the letter as a whole.

Identification. Indicate the initials of dictator and secretary flush with left margin, below line of under-signature:

```
EMP:SEC        or        emp sec
```

Notation of enclosures. Indicate number of items to be enclosed:

```
Enc. 1 ( or Enc. 2 or Enc. 3)
```

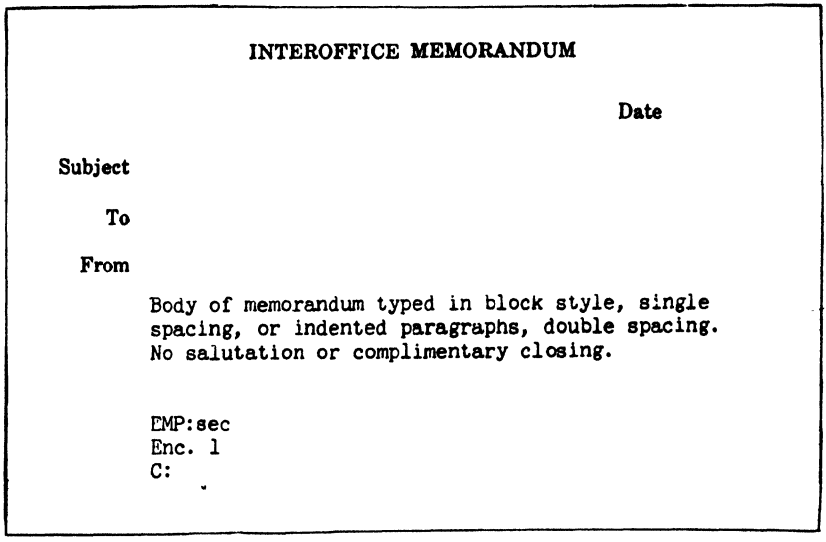
Notation of matter going separately. Indicate number of items to be sent separately by mail or express:

```
By later mail - 1        By air express - 2
By express - 1           By parcel post - 2
By second class - 1      By messenger - 3
```

Notation of copies. Indicate copies of letter as sent to others than the addressee:

```
C: Mr. Franks
   Miss Dougherty
   Mr. Hibbard
```

Postscript. Leave one blank line after any notations before postscript in block style, introduced by P.S. Sometimes a postscript requires the use of a second page. It should usually be signed with at least the initials of the dictator, as it often contains an important afterthought.



INTEROFFICE MEMORANDUM

Date

Subject

To

From

Body of memorandum typed in block style, single spacing, or indented paragraphs, double spacing. No salutation or complimentary closing.

EMP:sec
Enc. 1
C:

Printed interoffice memorandum on colored half sheet. Different officials or different departments may use distinctive colors of paper. The modern form here saves time by the aligning of typed lines at the left throughout the memorandum, as shown on page 157.

Second page. Type the heading of a second or subsequent page so that the heading will be flush with the right margin, giving date of letter, name of addressee, and page number:

2/20/47–Mr. John Brown–2

File copy. Always make one carbon copy for the file.

Memorandum. See figure for the full interoffice memorandum with these details:

Date. In upper right corner, abbreviated and without a period:

2/20/47

Subject line. Flush with left margin.

Name of person addressed. Only if necessary add the official title or department. No salutation is needed.

Body. Similar to body of letter. Brief memorandum: double spacing, indented paragraphs. Longer memorandum: single spacing, block style, with double space between paragraphs.

Signature or initials. Name or initials of the dictator seldom signed. No complimentary closing needed.

Identification. Initials of dictator and secretary at left lower corner, flush with margin.

MESSAGE for
Hour
Date
From

Telephoned
Called in person
Message taken by

Top of message form, which calls for every necessary item. See form as filled in on page 155.

Notation of enclosures. Make note as on a letter to indicate enclosures, or matter attached to a memorandum that is not put into an envelope.

Notation of copies. As on a letter, indicate names of persons to whom extra carbon copies are sent.

Message. In typewriting or legible handwriting fill in a message blank to include every useful item (see illustration):

Date of receipt. When desirable, include hour with date:

2:00 p.m., 2/20/47

Name of addressee. Give this briefly within the office.

Name of sender and manner of delivery (whether in person, by telephone, or otherwise).

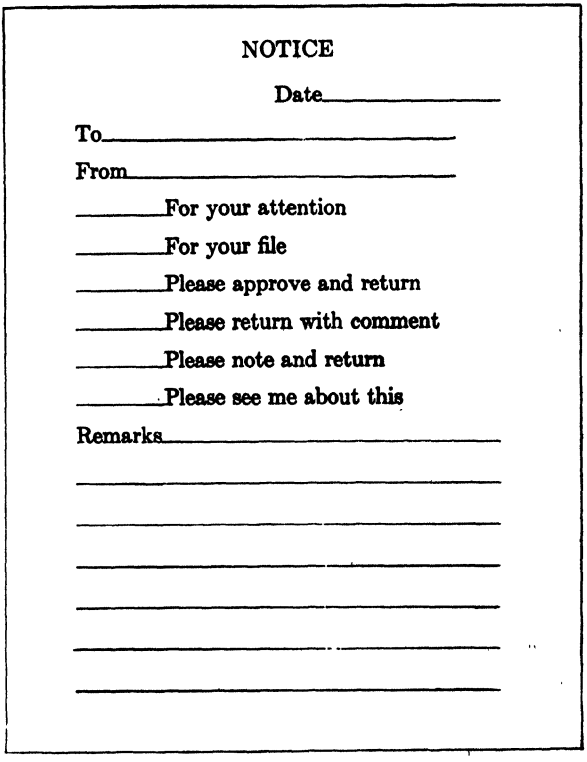
Complete substance of message. Give in concise detail.

Statement regarding reply. If reply is requested, state when it is expected and record the telephone number.

Signature. Take responsibility for receiving the message by signing the initials of your name.

Form or blank. Fill in a ruled or unruled form with care:

Date. In the space provided or in the upper right corner of the first page.



NOTICE

Date_____

To_____

From_____

_____ For your attention

_____ For your file

_____ Please approve and return

_____ Please return with comment

_____ Please note and return

_____ Please see me about this

Remarks_____

Colored intramural notice referring material to another person. The sender checks the item to be noticed.

Full information. Give accurate information in each space. Careful reading over should prevent omissions. The figure shows a simple form for intramural use in passing matter from desk to desk.

Manuscript or report. Transcription of a manuscript, report, or any straight dictation should give, according to the nature of the work, the following:

Date. In upper right corner of first page, whenever good taste permits.

Title. Centered in capitals, dropped at least 1½" from top of page.

Name of author. For manuscript submitted for publication, type the name and address of the author in upper left corner of first page, flush with left margin.

Paging. Number pages, including page 1, in upper right corner.

Quotations and footnotes. Verify quotations carefully and give sources in footnotes.

Spacing. Type in double spacing, with paragraphs indented five spaces.

End marks. Indicate close of manuscript by use of customary centered number symbols:

###

Tabulation and statistical reports. Make these intelligible to the reader:

Date. Usually in upper right corner of the first page or on the cover page.

Headings. Gauge placement over each column or section.

Details. Type figures with care. Check totals.

Paging. If more than one sheet, page in upper right corner, including page 1.

Ruling. Make neat, well-spaced ruling. Avoid blotting ink lines.

Envelope. Select envelope of appropriate quality and size.

Enclosures. Check enclosures against notation on letter.

Return name and address. Have return name and address correspond with the letterhead.

Name and address of addressee. Check the name and address against those within the envelope, including the postal zone. Every envelope should have a three-line, block-style address in double spacing, or four or more lines in single spacing. The Post Office Department requires the number, as well as the street, to secure delivery, and recommends the following style:

Mr. Frank B. Jones	Mr. James J Smith
2416 Main St.	Unity
Augusta, Maine	Maine

On an envelope addressed to any place outside the United States it is required that the name of the country be written in full in capital letters on a separate line:

Mr. John W. Smith
1237 Main St.
Hamilton, Ontario
CANADA

Correct postage. Use enough postage. When desirable, use air mail, special delivery, registered mail.

Extra carbon copies. In addition to typing the notation of extra carbon copies on a letter, carry through the use of each copy carefully.

Corrections. Make the copy clear and faithful in every detail to the ribbon copy.

Signature. If there is no typed under-signature, show who is signing the ribbon copy by typing after the complimentary close:

(Signed) Harry H. Dodd

Correct Detail for Transcription

English. The English of transcription must be correct as to grammar, spelling and word division, punctuation and paragraphing, and choice of words.

Appearance. The appearance of transcription must be correct as to arrangement, neatness (including neatness of erasures, if any) freshness of typewriter ribbon and carbon paper, and choice of paper and envelope.

Correctness. Errors in transcription may be avoided by

Asking necessary questions of the dictator
Verifying by use of the dictionary or other reference books
Looking up matters of a similar kind already carried through
Reading over all matter before removing it from the typewriter

Rules for Office Practice

Have your tools ready and in working order:

Shorthand notebook
Filled pen and sharp pencils
Typewriter properly cleaned and oiled, and with unfaded ribbon

Paper, carbon paper, envelopes
Eraser, ruler, clips
Colored pencil
Dictionary

Keep all unfinished work in order so that you know where every task stands.

Notice what your work is about. Carry the story of continuous transactions in your head as far as possible.

Make sense. Do not go ahead with any piece of work as a whole or in part unless it makes sense *to you*. If it does not make sense to you, yet you are told it is right, learn why it is right.

Do not be afraid to ask questions, when necessary. Do not ask important questions of unimportant persons or unimportant questions of important persons. Remember the answers to your questions so that you will not have to ask the same one twice.

Interrupt others as seldom and as briefly as possible. Take necessary interruptions courteously. Turn back to interrupted work without delay.

Telephone in a low, distinct voice. Think quickly. Listen attentively. Take careful notes.

Make one file carbon copy of all typewritten work, unless otherwise instructed.

Always make sure that a letter has a signature before you put it in the envelope.

Think of the future. Keep all papers that may serve some need, no matter how remote that need may seem at the moment. Be certain that every piece of work you do will be clear a month from its date, or a year, or five years. Look out for:

Clear wording
Clear record of date, dictator, and transcriber
Legible file copy, agreeing with the original
Numbered pages fastened together in correct order
Proper filing with notations of related papers

If you had to resign from your position tomorrow, could someone else pick up your work where you left off, finding it in reasonable order and clear in detail as to past procedure?

Be prompt and regular both in attendance and in work. Notify your superiors if absence proves necessary.

Consider all information confidential. Whatever knowledge passes through your hands regarding either the business or the personal affairs of anyone in the company must be kept absolutely confidential. Private matters are not to be discussed even with associates in the office.

Permit outsiders to examine machines and equipment only when they are authorized by the proper person in your organization.

CHAPTER THREE

WATCHING EVERY STEP

Steps in sequence. Your own private correspondence is made up of series of communications. Each series is composed of steps that follow in natural sequence. The letter that you drop into the postbox is either a reply or one to which you expect a reply. That letter is one link in a Chain. If you mail three letters, each one forms a Link in its own Chain. That Link may *begin* the Chain of correspondence, or *carry on* the Chain, or *complete* the Chain. That letter may bring a telephone call, or a visit from a friend, or the delivery of a pair of shoes which you have ordered. Any one of these outcomes of the letter may be a Link in a Chain, followed by still more Links.

Any step that follows the progress of business may be called a Link. In a large sense of this word, a letter embodying a plan of action is a Link in a given Chain. As the next step, the memorandum of instruction to carry out that plan is still a different kind of Link in the same Chain. And again, the act of carrying out the instruction in keeping with that plan constitutes another sort of Link. Each of these Links, though different in type, is a definite element in carrying the entire Chain to its finish. Thus, *the act of telephoning* to make an appointment is a Link. *The notation of that appointment* on the employer's calendar pad is the essential Link that ensures his being reminded of the hour. *The conference* occurring at that hour also may be considered to be a Link, as well as the *report of the conference* recorded by the secretary.

From the point of view of efficiency, then, the nature of each Link makes its own peculiar demands on the attention, imagination, and judgment of the secretary. If you look through the active papers, including specific memorandums, and the filing basket and the shorthand notebook on the desk of a secretary today, you will find one Link after another, each related to its own special Chain. And one of the great interests of a secretary's work is just this: she has the progress of these many Chains on her mind while she is

handling each Link. The total of these Chains makes up the part of the business with which she becomes familiar and toward which she has a varied responsibility. The competent secretary, who day in and day out maintains an attitude of intelligent enthusiasm toward these Chains that she helps to forge, cannot help "liking her work" and proving herself dependable.

The new suit. Suppose that you receive a printed form card stating that you will receive a catalog from a mail-order house if you fill out and return the card. You fill out and mail the card. You watch for the catalog. When it comes, you study it, mail an order accompanied by a money order, and receive your suit. These are the Links in the Chain in their natural order. Analyze this Chain and see what a variety there is in the Links as shown below.

At the mail-order house

1. They obtain your name and address through a friend of yours.
2. They use that information promptly by addressing their regular request blank for a catalog to you.

At your house

3. You open their envelope and read what they say about saving money by mail-order buying.
4. You fill in and mail their card.

At the mail-order house

5. They receive the card and mail the catalog to you that very day.

At your house

6. You have been watching for the catalog, which you receive and study. You have what a businessman would call a "conference" with a relative or friend about your proposed order. You weigh the questions of which style will be becoming to you, how much you can pay, which color to order.
7. You fill out the order blank that was enclosed with the catalog. You get a money order for the amount due, enclose it with your order, seal and stamp and mail the envelope.
8. *Then you watch for your suit.* Every day when you get home you ask, "Has my suit come?" (just as a secretary watches for the replies to her employer's letters).
9. The package does arrive. You open it and try on your suit. The Chain is completed.

The mail-order house now has your name on its regular mailing list, and when their next catalog is issued you will receive this with a form letter calling you one of their "regular customers. This may start another whole sequence of events between you and the concern. The same kind of sequence is often repeated, and a secretary learns to handle familiar steps with speed.

The right link. The *reason why* the secretary must keep her eye and her hand on many Chains, which depend in part on her, is that the right Link in each Chain must be taken care of at the right time and in the right way. This requires interest, and it requires attention to her many tasks as a whole.

Sometimes the completion of a Chain becomes complicated by an error or by a misunderstanding. If the wrong Link is put in, or if a step is forgotten, it may take many extra Links to set the transaction right. Every extra step takes time. For a simple illustration, go back to your personal Chain in connection with the suit and suppose that the wrong color had been sent through someone's mistake. Now the sequence of Links, running formerly from 1 to 9, will be increased by unnecessary Links, running from an incorrect 9 to 16, as shown below.

At your house

9. Owing to error, this item changes to: the arrival of the package and your disappointment as a customer because the suit is the wrong color.
10. You write a courteous complaint. If you have no copy of your order, you cannot be sure that you wrote "blue." You may have written "gray," if you were not concentrating properly.
11. You mail this letter and have to wrap, insure, and mail the returning suit.

At the mail-order house

12. These are received. Your complaint is taken up by a special clerk, who looks up your order in the files and finds that the error was made in the suit department.
13. She follows the routine of her company in crediting the gray suit and sending out a blue one.
14. She dictates a letter of apology to you for the mistake.

At your house

15. In the meantime you watch again, just as a secretary watches for the reply to a complaint she has transcribed from her employer.

16. The package comes. The blue suit is what business calls "satisfactory." This is the end of the transaction, *but count the additional Links necessary to make up for that one error!*

Variety in each chain. Within an office, business moves as a whole. Each transaction is made up of these Links, which are first forged and then connected one with another until the Chain is complete. A single Chain is sometimes called "a piece of business."

Each Chain = the sum of its Links
The sum of the Chains = the total progress of the business

The cars of a train must be put in order on the track and then be coupled together, if the train is to go ahead as a whole. The Links in a business must be linked together in well-wrought Chains for unified progress, if that business is to prove what is called a "going" concern. The Links, or steps, are not uniform; they vary both in size and in kind. But any Link, however small, may prove at any time to be the all-important Link.

In the transaction with the mail-order house there were several kinds of Links. Letter + form card + catalog + money order + order blank + package = completed transaction. In the course of a day, in one business or another, there are many sorts of Links, among them: telegram or night letter, telephone conversation, conference between two or more people, memorandum, bill, receipt, legal document, insurance policy, bank statement, and report. The efficient secretary becomes familiar with various kinds of Links and learns *when* and *how* and *why* each may be used. Because the ways of business are so flexible, secretaries must prove themselves alert, resourceful, adaptable. Nothing else can do so much to help you fit into a new position as can experience in handling Chains of work, Link by Link, from start to finish. The very first day at your office desk, you will see some of these Chains at the beginning point; other transactions will be midway toward completion; still others will be at the end point, and you will help to fasten on the final Link.

Ten secretaries and ten Links. It is the duty of the secretary to keep her eye and her hand on many Chains simultaneously, from the time they begin until each completed Chain story has its record

in intelligible order in her file for future reference. Chains overlap. Chains are repeated over and over, with variations. The Links that are dictated and the papers that await attention are not exactly like one another; they involve different people and different matters. Not only do the Chains vary within one office; they vary widely among different types of offices. The first Link that ten secretaries in ten positions handled this morning might be as diverse as those listed on this page. As you read across these two columns, remember that each duty involves a Link in some Chain that the secretary will help to handle from start to finish.

POSITION AS SECRETARY TO	HANDLING OF THE STEP
Lawyer	*Copying a lease* for a client who leases apartments
Head salesman for an optical company	*Writing for a hotel reservation* for a business trip
Nursery man	*Taking dictation* of a letter quoting prices of trees to a landscape architect
Electrical contractor	*Mailing blueprints* to a general contractor
Physician	*Sending a telegram* to warn of delay in arriving at the meeting of a medical association
Camp director	*Sending a circular* to an inquiring parent
Circulation manager of a magazine	*Telephoning for an appointment* with the editor of the magazine in the same building
Superintendent of schools	*Transcribing a letter* appointing an additional teacher
Dentist	*Getting out the follow-up card* for a patient's periodic examination
President of an insurance company	*Conducting an interview* with an unexpected caller, during the president's absence, and writing a memorandum about the interview

Seeing the point. In order to follow Chains faithfully, the secretary must "see the point" of each Link. For instance, she gathers the meaning of a letter while it is being dictated. She connects that letter in her mind with what has happened before and with what is happening now and with what is likely to happen because of the very letter that is now going into outlines in her shorthand notebook. So she takes the dictation intelligently and at the close can, if necessary, ask important questions *because she is thinking.* The contents of this letter are written on her memory in the following ways: She has probably opened and glanced through the letter that her employer is answering, and is thus prepared for the reply. She then hears the reply with her ears. She writes the reply down in shorthand before her eyes. She transcribes it in black and white on her typewriter, so that she is both reading that shorthand and seeing the words as they are typed. When the letter has been signed, she folds it for mailing and is aware of its contents at that time. She glances at the carbon copy when she is filing it or is placing it in her "Pending" folder for special watching.

You will see from this varied repetition of a single Link of a Chain how the perfect secretary comes to "know her business." There are four important reasons why the secretary should see the point of what she is working on.

Remembering. She must charge her memory with the progress of the Chains in hand, which she may be expected to remember in detail even months later.

Filing. She must understand how to discover points within a letter that are necessary for cross-referencing in filing. Accurate filing requires her to see the point or points of each Link.

Following up. She must recognize clearly any details of a particular step that need to be watched or followed up. For example, she has a definite responsibility toward such requests as these:

"Please let me hear from you by Thursday at the latest."
"Please send night letter."
"Can you come to a conference at 3:15 on Tuesday, the 5th?"

If the secretary is to follow these questions through, she must catch them while they are first in hand.

Detecting errors. When a secretary is attentively seeing the point

of the step she is handling, her eyes are sharp to detect errors. She sees her own errors, and she catches mistakes that her employer may make when he has many important Chains on his mind. If Mr. Anthony dictates to a customer, "As we said in our last letter, $2,000 is the lowest price we can possibly give on this contract,"



Watching every step. An alert secretary catches errors easily.

and the secretary remembers that the last letter quoted $2,500 as the lowest possible price, she can quietly call this difference to his attention.

The responsibility for the next Link always rests on someone until a given Chain has lengthened to its finish. The secretary sees each Chain as a unit. She sees all the Chains together as a whole business. She co-operates with her employer and with all associates who are at work on these Chains. When you ask, "What kind of secretary shall I make? What kind of position can I fill?" the answer depends in large part on your growing ability to perform the most comprehensive duty of the secretary: *Watching every step.*

CHAPTER FOUR

MAKING PERSONALITY VALUABLE

What business pays for. The business world pays for the service that it gets. The secretary who renders efficient service receives pay accordingly. If she increases quantity or quality, of course she has earned an increase in salary; but if she fails to increase or improve her work, and remains much the same person that she was when first employed, she cannot expect to justify additional compensation or to merit more responsibility. In fact, the woman who does not grow in her position may find that she is supplanted by a truly growing person.

Improvement of secretarial efficiency as a whole depends upon improvement in the handling of three types of duties:

1. The duty that demands initiative and originality on the part of the secretary—the kind that makes an employer ask for a "secretary who can think"
2. The duty that demands peculiar industry because of its tiresome recurrence or length or wearying monotony
3. The duty so small that it must be fitted into a crevice of the day without being lost sight of because of its relative insignificance

The secretary who trains herself to approach all these types with even skill and interest obviously will be valued in the office, day in and day out. The steady worker makes herself worth steady remuneration.

Secretarial personality. The desirable "all-round" secretary has personality traits that qualify her for secretarial efficiency as a whole. She is not suited to this vocation if she is inaccurate, even though she is honest, or if she lacks keen judgment, even though she is good-natured. The very way in which she handles her vocational skills is a part of those skills. Shorthand falls short of usefulness when it is written casually; the phonetic symbols must be written attentively, accurately, quickly, and intelligently. These and many other adverbs point to what are often called "secretarial

traits." For you some of these traits may be natural, others may have to be acquired or improved. However lacking you may show yourself to be in one or another trait, you can by diligence make them all yours to some extent by honest self-study, by profiting from criticism and suggestions, and by watching traits of others.

As an aid to frank and frequent self-appraisal, you may use the following check list as a yardstick to measure your secretarial qualities. Here are everyday examples of the ways in which they are exercised. From your own experience and observation you will be able to add other concrete illustrations. You will become more and more aware of specific ways in which you can cultivate the necessary personality traits. For a simple check-up on your own efficiency, try the following test to see how your personality qualifies you for the kind of secretarial position you would like to fill.

THE SECRETARY'S PERSONALITY CHART

RATE YOURSELF

Total perfect score: 280 points. Each trait at full value counts 10 points. Rate yourself fairly for each item—10 points, 8, 5, etc.[1]

250 exceptional	(Executive secretary)	200 good	(Secretary)
225 excellent	(Confidential secretary)	180 fair	(Stenographer)
215 very good	(Private secretary)	150 poor	(Try some other vocation)

1. Alertness. In being awake to situations and what they call for. In responding to requests. In moving quickly from one piece of work to the next. In observing and profiting by mistakes. In handling the day's work with what employers call "drive."

2. Attention. In hearing instructions. In concentrating on work without giving in to distractions. In keeping aware of what your work is about and the reasons why it should be carried out in a certain way. In watching the details of work so that it will be consistently good, will meet requirements, and will show that you have been thinking.

[1] For score sheet for periodic check-up see *Experience Manual with Work Sheets for Secretarial Efficiency*, by Frances Avery Faunce and Mildred E. Taft, The Gregg Publishing Company, Business Education Division of McGraw-Hill Book Company, Inc., New York, 1949.

3. Dependability. In carrying through tasks that are given to you. In obeying instructions to the full. In caring for valuables.

4. Interest. In executing every type of task—not just those you especially "like." In learning the most efficient ways of working.



Her attention is arrested by the display window of an office supply store. The secretary who is really interested in her job will be alert to pick up new ideas for improved efficiency.

In applying the best that you know to what is put into your hands. In practicing foresight in your work.

5. Judgment. In giving to each piece of work its exact measure of importance with due regard for all other work before you. In choosing wisely and quickly what to do next. In allowing time enough to carry out a given duty on time. In thinking tasks through from start to finish.

6. Initiative. In going about tasks with resourcefulness when instructions have not been given in detail. In not consulting others unless absolutely necessary. In carrying on work with self-reliance.

7. Industry. In persistent application to long, monotonous pieces of work. In turning out many small pieces of work with dispatch.

8. Accuracy. In shorthand, typing, arithmetic, choice and spelling of words, punctuation, grammar. In copying names and addresses. In putting through work right the first time. In carrying out directions to the letter.

9. Speed. In attacking and going ahead with work without waste motions.

10. Orderliness. In keeping papers and supplies. In systematic procedure with work.

11. Neatness. In transcription, as to arrangement of typing, erasures (if any), corrections, careful folding. In personal appearance, as to dress, hair, nails, and other essential details.

12. Promptness. In arriving at the office and settling down to work in the morning and after the noon hour. In keeping appointments. In completing tasks at the required time.

13. Memory. In carrying dependably in your head names, numbers, and other bits of information that must otherwise be looked up. In remembering procedures so that you can rely on your own knowledge of how to go ahead with work.

14. Adaptability. In turning out good work with equipment that is inferior or strange to you, or under unusual circumstances, or in a new environment. In accepting and recovering from interruptions so that work does not suffer. In responding to sudden changes in instructions. In meeting work that you have never done before. In getting along with others.

15. Co-operativeness. In taking suggestions and criticism and acting on them pleasantly for the good of your work. In offering to do extra work when you have time. In doing teamwork readily with your associates. In doing your share to create an agreeable atmosphere.

16. Willingness. In attacking difficult pieces of work. In doing work over, when required. In not being afraid to do more than you are asked to do. In working overtime when necessary.

17. Loyalty. In your devotion to your work, especially under

difficulties. In your attitude toward people. In your personal concern for the welfare of the business.

18. Discretion. In keeping to yourself confidential matters regarding the business or personal affairs of others.

19. Honesty. In not taking for personal use what does not belong to you in time, materials, money. In handling business and personal property of others with respect. In facing the truth squarely, especially when you have made a mistake.

20. Courage. In not shrinking from work that at first seems hard. In meeting readily the very tasks that present the most difficulty to you.

21. Patience. In discharging detail. In dealing with associates who may be either quicker or slower than you are. In checking over work for possible errors and in correcting those errors.

22. Dignity. In approaching all work as a part of the dignified vocation of being a secretary. In assuming self-confidence, but without self-conceit.

23. Poise. In proceeding with work under pressure. In meeting emergencies. In showing self-control under irritating circumstances. In keeping even-tempered.

24. Sense of humor. In dealing with situations, provided that you display it at the right time and in a vein that is free from unpleasant insinuations and irritations.

25. Courtesy. In greeting people. In showing tact. In displaying general consideration and pleasing manners.

26. Health. In managing work and recreation in the right balance. In respecting the necessity for proper sleep, proper food, proper out-of-door exercise. In keeping an intelligent check on your general health.

27. Efficiency. In handling your work as a whole. In bringing skill, knowledge, and personal traits to each task.

28. Ambition. In throwing yourself with pride into your work. In holding yourself to high standards of achievement. In looking clearly ahead to the ideal you set for your future as a secretary.

You may find it profitable to sort these traits into two columns —your own assets and your own liabilities—with the intention of gradually transferring your present liabilities into the asset column. Self-improvement cannot be sudden, but you can foster a

steady inclination to increase your secretarial value by determining the answers to such specific questions as

How can I become more alert in my work?
How can I learn to remember names of people?
Why did it take me so long to find that telephone number?
Can I refrain from telling my friends about that personal letter that my employer dictated today?
How can I avoid invariably having to erase the word *special*?
What made me keep putting off copying that financial statement?

In these cases the replies give definite keys to your own traits —your alertness, memory, attention, discretion, accuracy, interest. Such everyday questions make a list of traits come alive and seem possible of attainment.

USE OF LEISURE TIME

Since the secretary spends more than two-thirds of her time away from the office, what can she do about planning those hours intelligently to serve her secretarial efficiency as a whole? She can determine to make her work and play supplement each other. She can establish regular habits for exercise, sleep, recreation, including reading, and for any home responsibilities that she may have to carry. She must balance the budget of her time as she balances the budget of her money. If a secretary spends all her free time reading magazines, or attending the movies, or taking hard exercise, her expenditure of time is as poorly balanced as if she spent all her money on clothes. The time that is at your disposal should be enjoyed as a change from work. As to friends, amusements, sports—choose whatever will combine to make you a better and more efficient person.

The top requirement for the secretary is the ability to think. Formal education and informal reading help to develop this trait, but no one can think clearly if she does not play enough, or sleep enough, or exercise enough, or eat properly. Everything that tends to make you more vigorous mentally will strengthen your possibilities for secretarial work. Do you take to your desk the stamina that can tolerate a stiff day's work and still leave you ready to "do something" when you close the office door at night?

In a secretarial position it will repay you, and perhaps be a revelation to you, if for a time you keep a record of sleep, exercise, and other recreation. A ruled sheet like the one shown here may form a sort of diary for you.

The names of books, magazines, and newspapers will show you what you are reading for pure enjoyment and to improve your general informational background. If you are taking any courses outside the office, set them down, for they have their part in secre-

	SLEEP	EXERCISE		OTHER RECREATION, INCLUDING READING	
Date	Hrs.	Kind	Hrs.	Kind	Hrs.

The secretary budgets her time outside the office as thoughtfully as she budgets her money.

tarial re-creation as a whole, which makes for secretarial efficiency as a whole.

With intelligent regard for the principles of sensible living you should respect the following rules:

Sleep at least eight hours every night. If a dance shortens a night's sleep, play fair with yourself and make it up the next night.

Eat regularly and unhurriedly of properly cooked, nourishing food, with plenty of fruit and vegetables.

Exercise in the open air on an average of an hour daily. This may include walking to the office, as well as organized or unorganized sports.

Re-create yourself as much as possible with reading, hobbies, dancing, movies, theater, music. Choose the most entertaining diversion that your environment and means allow. If you like sports, you will find that they tend to further secretarial traits, such as capacity for teamwork (which includes understanding of what the other person is going to do), alertness in bodily motions because of alert thought behind those motions, endurance, punctuality, attention, courtesy, and fair play. It is considered normal to

enjoy a good number of friends among those of your own age and some among those both older and younger.

EMPLOYER'S APPRAISAL OF TRAITS

During your first days in a new position, your superior officers will watch your work closely. They may be lenient and considerate about your lack of knowledge of their specific business; it is other factors that they are anxious about. The factors that reveal your possible value to the company include your attack on work, the quality of your transcriptions, the quantity of your output, the common sense that you use. The impression that you make at the start depends not on what others have said that you were like or what you believe yourself to be. The question is: What promise of secretarial efficiency does your work of those first few days give to your employer?

A secretary should be worth more as she becomes experienced. The strengthening of her personal traits is a vital part of her preparation for a superior secretarial or executive position. Her salary and her promotion depend to a large extent on how much her employer finds her traits to be worth.

PART II

The Industrious Secretary

CHAPTER FIVE

RESPONSIBILITY FOR DICTATION

Varying quantity of dictation. When the secretary is called for dictation by her employer, it may be necessary for her to stay for an hour or more, taking down letters, making note of instructions, and receiving papers to be filed or otherwise cared for. Again, she may take just one important letter or a single telegram. On some days she may not receive any dictation at all during the morning and very little in the afternoon. Sometimes a long letter will be dictated just before closing hour. This may require overtime. The dictator may wait to sign it or he may return later to do so. Sometimes it need not be transcribed until the next day.

The signal. In any but the very smallest offices, the secretary usually is summoned to the employer's desk by a buzzer. He may have a special signal system by which he calls different employees. If your own signal is one ring, you will shortly become accustomed to noticing that particular signal as you notice no other, and to responding immediately. The buzzer expects to find employees at their desks, alert for the summons. Often a secretary who serves several men or women has a numbered dial that registers a call when the buzzer sounds, to indicate who needs her services. The girl who is responsible to several dictators must have a store of patience and a supreme sense of the order of importance of her work in the light of the entire business of the company.

The buzzer means *now*. It gives a personal call for you to appear immediately. That call takes precedence over everything else in hand. Under certain circumstances, a secretary will even interrupt a telephone call with "Will you hold the line a moment, please?" so that she can step to her employer's desk to assure him that she will be at his service in a moment. An employer can have little patience with a secretary who is dilatory about responding to his summons. He may need a certain memorandum from her files before he can make some vital decision. He may need the name and address of a company from her card index before he can dis-

miss a caller with whom he is conferring. Because of information that he has just received he may need to catch a certain letter before it goes out into the mails. When the buzzer rings *you know that there is a reason for his calling.* From your first day in an office, you must learn to take this buzzing as a matter of course, without a sense of annoyance. This is, after all, the only sensible method.

What to take with you. When you go to take dictation, there are certain things that you always take with you. In fact, an alert secretary, as she goes anywhere about the offices and departments belonging to her company, usually carries at least a pencil and a pad of paper in her hand. She can never know when she may need to make a note of some message for her employer or some bit of information for which she should not trust her memory. When she goes away from her desk on some slight errand, she cannot foresee whom she may meet or what instructions may be given.

When your shorthand notebook is not in use at your typewriter, you will always have it in a definite place on your desk, in readiness for the buzzer's call, with your pen tucked under the elastic band, together with two well-sharpened emergency pencils. These pencils may be needed, if your pen runs dry over a long period of dictation (though it should always be kept well filled), or if you need to make a notation on the margin of a letter, where it must later be erased. If your current book is nearly full, be sure to take an empty notebook to dictation. As instructed in the office manual for secretarial efficiency, take a folder with you whenever it may be needed.

In addition to her tools, the secretary carries with her any matters that need her employer's attention. She is always prepared to make full use of a trip to her employer's desk, and on her own desk she reserves a definite place for papers to accumulate so that she can gather them up without delay when she is called. She should not run back and forth with questions or remarks or single items of business. This accumulation includes such things as

Mail that has just come in
Letters ready to be signed
Memorandums of telephone messages, appointments, or other information
Memorandums of matters to discuss with the employer

Your other work during dictation. Before you go to take dictation, you will always be sure that someone is "covering" your telephone, so that your employer will not be interrupted unnecessarily by your having to answer calls. If a call is expected that you know he wishes to have, you will warn your substitute about it. As a



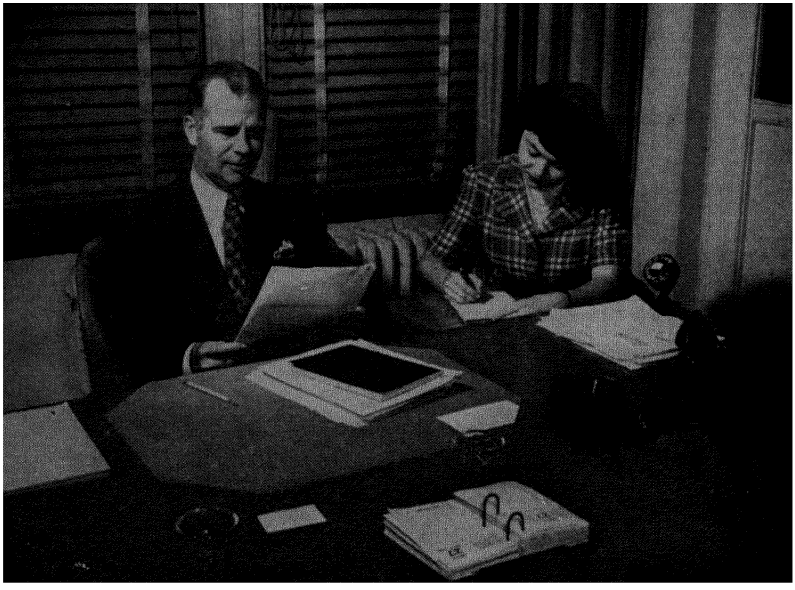
Ready for work. The secretary should always report at the desk of the employer with something to write on—notebook or pad of paper—and something to write with—pen or pencil.

rule, however, the office force interrupts a man as little as possible while he is giving dictation. Your substitute will usually either take a message or offer to call the person back afterward.

Positions for dictation. Remember that the dictator does not have his mind on where you are going to sit or where you can find a convenient place to rest your notebook. You will have learned the correct posture at a certain kind of desk, the correct position of the hand and arm, the correct angle for the notebook, and an easy, firm grasp of the pen. Whenever these can be attained in the office, there is no question but that they make for efficiency. It may often

be necessary, however, to adapt yourself to the contingencies of the moment.

Whenever any one of the following six positions is the one that must be used, you should be able to take it with ease so as to assure your coming through with complete, unmistakable notes for tran-



Taking dictation in a seated position with the notebook resting on a desk is the most desirable way.

scription. Some of these situations require quick adjustment and poise. Always you should face your dictator so that you can hear readily.

The table position. This is the ideal position that you take when at your own desk—facing the table squarely, with both arms braced on it and your notebook lying flat. You are not often favored with this convenience in an office, but if you sit down at a table where your employer has papers spread out, you may assume this easy position. When that is impossible, your attitude toward a less convenient way will be, "This is all right."

The desk-edge position. In many offices the secretary keeps a chair at the right-hand end of her employer's desk, facing him.

This is a convenient place for a caller to sit, and she herself can slip into it readily, hearing her employer easily and making it natural for him to pass papers toward her with his right hand. If possible, she clears enough space for her notebook at the edge of the desk, or she may use the sliding shelf. A firm rest is certainly an advantage in taking dictation swiftly and accurately, but this is not always practicable.

The knee position. Writing shorthand in a notebook that is balanced on the knee is frequently unavoidable. The table or desk at which the employer sits facing you may not have free space for your notebook, or it may not be at a convenient height, or it may not be accessible from your chair. Many secretaries will tell you that they almost never take dictation in any other way than on the knee. Whenever you find yourself under prolonged necessity of resting your notebook on your knee, try recrossing the knees from time to time, in order to change the somewhat cramped position. Keep your back straight, bending your whole trunk forward. This will make a difference in the alertness of your thinking and in the fatigue that you experience. You should learn to turn your pages under these conditions as readily as you do in the normal table position.

The standing position. The secretary should never be confused or awkward when dictation does not wait for her to orient herself in a chair. Often your employer may find you or may call you to attend to just one matter. He gives out his words so quickly that there is not a moment for sitting down or arranging yourself according to rules of model posture. He is talking; immediately you are writing.

The standing position is quite typical for receiving the dictation of a single telegram or memorandum, or for taking instructions regarding a telephone message or requests for material from the files. Your employer may happen to meet you in a corridor or find you standing at your files. In that case, you stand where you are and quietly catch in writing every single word he says, although this kind of dictation is often delivered with great speed. This is one of the occasions when a secretary is aware that the importance of dictation is not gauged by its length. Brief shorthand notes demand perfection.

The telephone position. When you have to turn to the telephone while you are in your employer's inner office, just as at your own desk, the telephone takes away the use of the left hand, which must be raised to hold the receiver. This means that you cannot support your notebook or your pad, as in ordinary dictation, yet you must take any necessary shorthand with firm, clear outlines. As far as your note taking goes, you have the use of your right hand only. Telephone dictation requires one-handed shorthand.



Standing while taking dictation is undesirable, but the secretary may frequently be called upon to take dictation in this and other unsatisfactory positions.

No-time-to-get-settled position. Many times an employer starts to dictate at length before you have the slightest chance to settle into position in your chair. He may be in deep thought and suddenly realize that his idea is ripe for dictation. By the time you have appeared in answer to his buzzer, no matter how swift your response, the words are ready to flood over into your note-

book. For your own protection against inability to meet this situation, you must learn to go in with your notebook and pen wholly ready for action. You hardly care where or how you sit at first, though you gradually adjust yourself to the best possible advantage under the circumstances. He may stop to say, "Take down this letter to Mr. White," and then throw the first sentences for you to catch word for word.

You should go toward your seat with every expectation that work will begin instantly. Such dictation will be important and you should depend wholly on yourself for getting every syllable. It is puzzling to transcribe a letter when the notes of the first few sentences have wavering outlines.

In a large room. Many secretaries must take dictation in a large room, instead of in an inner private office. Here others are working near at hand, moving about, and often talking of business with one another or over the telephone. Nevertheless, the stenographer must catch her dictator's words surely; from the midst of the confusion about her she must immediately sort out the words that are meant for her notebook.

Individuality of the dictator. Dictation usually comes from a man who is thinking as he goes along. There may be varied, abrupt changes in his manner of dictating, resulting from his way of thinking at this or that moment. So it often seems to the secretary that dictation is somewhat irregular. Have you ever dictated a letter to a stenographer about a matter important to you, without a single note before you? It is not so easy as you might think. For this reason you must expect to be quiet, patient, and self-effacing while you take the dictation of a man who is thinking out both *what* he wishes to say and *how* he must say it. No matter how long an employer takes to find the right word, no matter how many times he goes back over a sentence to perfect it for the purpose he has in mind, the stenographer must attend respectfully to what he says. She must not interrupt, unless it is absolutely necessary. Questions may be asked at the close of a letter but not during the flow of the man's thinking.

An employer seldom reads what he wishes to dictate. His words

clothe the ideas that are in the making as they fall into speech. If he is thinking swiftly, these words pour out; if he pauses for consideration, the words come more slowly. He may have been weighing the matter in question for some time or he may be replying to a query about a subject on which he is a thorough-going authority, so that what is for him the easiest type of thinking makes an almost breath-taking challenge to your speed and your attention. His dictation may glide immediately from one letter to the next. He may refer to a paragraph in a letter before him; he may not wish to quote it entirely but to make certain changes, paraphrasing as he goes along. This he may do with lightning rapidity. Thus you must be ready to take dictation at varied speeds.

You may expect all sorts of variations in dictation. A man may turn his back to you and walk to the other end of the room while he is puzzling out some problem. As he paces, he thinks quickly. He is not likely to realize that his words are reaching you less and less distinctly. Such thinking is difficult to phrase the second time as perfectly as the first time, and he will not expect to repeat. He may hold a cigar in his mouth while he speaks, and, without being in the least aware of it, he may mumble his words, which you must make every effort to understand without interruption or question.

The telephone may interrupt with some necessary call for him and, on resuming dictation, he may change the sentence or the entire paragraph that he has just been giving. The pause changes his attack on the dictation. Or he may give an insert, as he settles down to this letter again—an insert that belongs at the very beginning of the letter, perhaps. Sometimes he will call you to his desk for the rapid-fire dictation of a single brief memorandum, which must be transcribed immediately, or for an addition he wishes made to a letter dictated an hour before. Real office dictation does not come prepared in books; it comes directly from thinking about business transactions of many kinds. This is what makes dictation natural, interesting, and deserving of correct and intelligent handling on the part of the secretary.

If, then, shorthand is your swift, ready tool, you will find yourself prepared to meet such variations in your employer's dictation as these:

Dictating while pacing the room
Dictating while standing with his back toward you
Dictating with a mumbling indistinctness of words
Dictating notations to be taken on the margins of letters that he passes across his desk to you
Dictating insertions, postscripts, and other changes
Dictating with natural fluctuations in speed
Dictating direct to the typewriter
Asking to have this or that sentence or paragraph read back
Dictating without indicating paragraphs
Hurrying directly on from one piece of dictation to the next

You depend on your notebook. Your notebook must show every detail clearly and correctly. Whatever you have overlooked in putting down your notes makes your notebook undependable. It is for you to make your notebook responsible by entering fully at the time all necessary information. You and your notebook together must know

How many carbon copies are to be made and to whom any extra copies are to be sent
The exact spelling and address of the addressee of a letter
The exact spelling of every proper name within the dictation
The exact figures dictated for any purpose
How the letter is to be signed
Whether the letter is to be rushed

Your notebook is responsible for such details, and it is also responsible for giving back for your attention a sequence of dictation that takes widely different patterns. The successive patterns under today's date might fall into the care of your notebook in an order like this:

Brief letter replying to a letter in the morning's mail
Note to make an appointment with the treasurer of the company
Telegram (RUSH)
Memorandum to the superintendent of the building
Note to call employer's wife with a given message
Note to get certain correspondence from the files together with a price catalog
Four letters of medium length

Letter dictated in abbreviated, or "skeleton," form to be written out in full by you
Three notebook pages of first draft of a report

And with these there may be several letters with brief, penciled notations made by your employer, such as, "Write him we are not interested now." Tomorrow, to be sure, you may receive a monotonous sequence of letter after letter or a long-drawn-out report. The shifting pattern of dictation takes care of item after item of the day's work. Dictation involves three agents, each one absolutely essential:

The *employer* dictates correspondence, instructions, and requests related to many transactions.

The *notebook* holds that dictation securely for the detailed attention of the secretary.

The *secretary* releases that dictation as promptly as possible.

Care of your notebook. The secretary is responsible for taking down dictation *word for word* in her notebook, without relying on her memory in any particular for accurate recollection of what is dictated. The importance of notes makes it a responsibility of yours to give your notebook proper care in three particulars:

The notebook itself. The notebook should be of a quality right for a fountain pen. In many business concerns the secretary is expected to use whatever type of notebook is bought in quantity. You should therefore feel at home with your shorthand on a page that is lined down the center of the page and on one that is not. Your first morning of dictation from a stranger must not be blurred by adjustment to little mechanical problems. In fact, you should become accustomed to taking notes suddenly on a pad or on any scrap of paper at hand.

Dating the notebook. The date should be written at the right of the line before each day's dictation. This serves to check your keeping up with your work and also dates notes that may be needed for emergency reference some time after they have been written off. For these purposes you will find it more serviceable to write, for instance, Feb. 3/47, rather than 2/3/47, because the longhand abbreviation catches the eye more quickly in the midst of short-

hand pages. In dating your notebook, watch very carefully when the new month comes in.

On the front cover of your notebook, either on the binding or on a label, indicate the *number* of this book in your series, *your name,* and the *inclusive dates.* If you are nearly at the close of a notebook, it is well to begin a fresh one at the beginning of a day. Old notebooks are kept at the discretion of the secretary or in accordance with the instruction of a superior officer. It is true that a question may find an important answer in old notes many months after their writing; keeping them is a safeguard, if storage space warrants.

Handling the notebook. The notebook must be under full control of both hands. While you are writing, your left hand gradually curls up the page to give it a quick spring out of the way at the last line. When you are nearing the end of the book, so that it must be reversed, plan on doing this between letters, if possible, even though you do not use the last page or two. Shifting in the middle of a letter distracts both you and your employer and, in addition, may annoy you during transcription. Before reaching this point, your elastic band should be run up to the binding, out of the way. *Keep your eye on your notebook.*

IMPORTANT HINTS FOR THE NOTEBOOK

The horizontal line. Always draw a horizontal line swiftly across the column at the close of a letter or memorandum or even a brief instruction, to mark off your tasks from one another. It acts as a special aid to the eye in singling out matters that need first attention. The vertical cancellation line, which will be discussed in connection with transcription, will run between the two horizontal lines, when a task has been attended to, until the cancellation down the page is complete.

Errors noticed during dictation. Whenever you notice a sentence that you know has an error in grammar, or one that is incomplete or involved or has a bad bit of repetition because of some previous sentence, make a swift mark in your next spare instant to indicate that this must be watched for during transcription. This

may save erasing or recopying of work that should be done quickly and correctly the first time. A large X at the end of the line or of several lines, or a wavy line run down the margin, should be a sign to you, when you are at your typewriter, that trouble is ahead, like the road signs that say, "Look out! Under construction." This kind of detailed attention during dictation is a practical habit, because such signals warn you at moments when you are under high pressure and cannot afford to grope over your notes or to make errors.

Changes in shorthand notes. A wide variety of changes in dictation may demand your attention, especially if your employer is wont to have afterthoughts or improved "second" thoughts. Among these are

The changed sentence or changed paragraph. This is sometimes dictated farther along in your notes, in which case both places should be clearly marked so that the substitution will be properly made. For this purpose use the encircled letters *A*, *B*, *C*, *etc.*, set off from the shorthand itself.

The changed order or insert. This should be indicated by an arrow or by the *A*, *B*, *C* method described above. Your marks should always show what *A* is and where *A* belongs. Sometimes it will be convenient to write: *A 5 pp. ahead,* if a change has been made some distance away from the original dictation. All such signs are like detour signs; you must know not only where to leave the main road, but also where to return to that road.

Additions to shorthand notes. Dictated or handwritten or printed additions may be made an integral part of your shorthand notes. These include

The postscript. This should be marked clearly as a postscript in your notes and should be typed to follow the signature. Sometimes your employer may call you in to say, "Please add this postscript to the letter to Mr. French," and you must so mark it in your notebook that you will turn from the end of your shorthand for the letter directly to the shorthand of this postscript, canceling the two with care.

The copied insert. Transcription often involves the typing of handwritten data, a quotation from the letter that is being

answered, a form paragraph, or a printed selection from a circular or book, any of which may be handed to the secretary at the time of dictation. Always indicate clearly within your notes *what* is to be copied and *where* it is to be copied.

Conspicuous signals. For rush letters or telegrams or any instructions to be carried out immediately, mark a large *Rush*. Let this stand out always at the left of the page, so that, if necessary, you can look through your notes to catch those duties first. Signals that may need to be written conspicuously run like this:

Rush = Rush
Reg. = Registered mail
Reg. rec. = Registered mail, receipt requested
Reg. rec. ad. = Registered mail, receipt requested from addressee
Spec. = Special delivery
Enc. = Enclosure
Hold = Hold even after signature has been written. (The secretary should receive clear instructions as to following through such a request from her employer.)
Show RAB = Show Mr. R. A. Baker for his approval before mailing.

The secretary must become resourceful and make herself responsible for all special minor instructions that really carry importance.

Specialized shorthand symbols. Within the first few days in a new position you will notice certain special words that recur in dictation. Many such words, related to the specific business, will become more and more familiar to you as the weeks go on. For these you will be on the watch, because the speed and accuracy of your shorthand will be markedly improved if you devise definite, specialized, but unmistakable signs for difficult words that repeat themselves frequently. This will apply as well to proper names. Your list of short shorthand outlines for personal use will gradually increase.

Suppose, for instance, that you become secretary to a large drug manufacturing company, Crossett & Dunton. Immediately you will adopt the briefest possible shorthand abbreviation for those two words together, possibly writing a *c* in your system of shorthand, with a *d* crossing it. You will drill yourself in the swiftest signs for the names of certain members of the office staff and of other companies, and for the commodities most frequently re-

ferred to. Such a sign must be always clearly readable in this special sense and not capable of confusion with an established sign of similar form but different meaning. No shorthand outline should be overabbreviated; clarity must come before brevity. According to the nature of the business, you will apply this principle to vocabulary study. At Crossett & Dunton's, you will be helped by spending a few minutes, whenever possible, in glancing through their price lists or catalogs of drugs. With another company you would turn your special shorthand study toward the terms of a building contractor or of commercial flower raising.

Whatever the vocabulary, a watchful ear will help acquaint you with the terms that are to meet you often, so that you will be quick to catch and sure to record the dictation of words otherwise strange to you. The words that are the very stock in trade for your employer may seem the most unusual to you at first. These he naturally dictates without special emphasis; he may even slur over them because they are so familiar to him. You must have an unmistakable sign for each word of this kind. Already you will have at your command a long list of words and phrases in general frequent use in the language. If you add a second list, made up of words and phrases in special frequent use in your line of work, you will have a substantial repertory to depend on.

Usefulness of shorthand. Shorthand gives you a second way of writing words. Take the word *language*. You learned long ago to write the word in full in longhand; then on the typewriter. You learned also to write the word in short in stenography. Whenever you take down notes of a lecture in longhand, you have a lecture outline—a sort of skeleton of the lecture, by which you recall the main points. But with shorthand notes you may have word outlines, from which you could recall the entire lecture if your speed were sufficiently high. You have "caught every word."

Now it is this catching of every word that makes shorthand so indispensable for a secretary. Nothing need be lost. She can fully transcribe what has been said, giving what is known as a "verbatim" report. For taking the dictation of letters the importance of this is obvious. A man will naturally wish to attach his own signature to the very words in which he has carefully phrased one thought after another.

Yet the importance of feeling at home with shorthand reaches through a secretary's day far out beyond the ordinary use of her notebook. At any moment she must be ready to "think in shorthand," to use it as her first and most natural written language for brief but vital matters. For example, if Mr. Norton telephones to say that he will come to your office at three this afternoon, you may find it convenient to note this directly in longhand on your calendar pad: 3:00 *Mr. Norton.* If, however, Mr. Norton telephones that he will come to your office at three this afternoon and asks you to say to your employer that he has received the papers from both law firms regarding the suit of *Joseph Hanson* v. *Stringer and Poor,* and would like to have both Mr. Hanson and the treasurer of your company present at the conference, you must note these details swiftly in shorthand, to be transcribed with care as an entire memorandum for your employer.

Let us imagine a variety of instances in which the efficient secretary automatically uses shorthand—in which it simply would not occur to her to use longhand. Suppose that you are serving a concern as secretary to Mr. Atwood, Mr. Baker, Mr. Clinton, and Mr. Daley. The following tasks come to you in quick succession.

Mr. Clinton rings his buzzer. You go to his desk with your notebook and pen—both open for immediate use. "Please get me the unpaid bills due from Cox and Whittier and the correspondence from both Mr. Whittier and the collecting agency. Call Miss Clay to say that I will see her at 4:30 today. And write a memorandum to the shipping department to say that this statement is satisfactory (handing over statement)." *Shorthand is necessary.*

While you are finding Mr. Whittier's correspondence for Mr. Clinton in your file, the telephone rings. The accounting department of the Pickering Furniture Company wishes to speak to Mr. Daley. You say, "I am sorry, Mr. Daley is not at his desk just now. May I take the message?" The answer comes, "Please tell Mr. Daley that the Non-Scratch casters for the new chairs can be installed at one dollar per chair, in addition to the price we quoted him for the casters themselves. These can be installed today with delivery in the morning, if we hear from him before noon." *Shorthand is necessary.*

While you are on your way back from putting the transcription

of this message on Mr. Daley's desk, where he will be sure to see it before noon, Mr. Atwood calls to you, and before you have a chance to sit down by his desk, he dictates a telegram about an offer for white netting, which you take down *in shorthand* in the notebook you have with you for just such an emergency.

Mr. Baker calls you, and what he has to say is so brief that it seems on the face of it not worth writing down. He asks you to tell Miss Hawley that he would like to have her come in about the humidifiers, when convenient. If you write in shorthand: "Miss Hawley see Mr. Baker humidifiers"—this is your safeguard against letting the message slip by. If you do not note this down, any one of several interruptions may occur. You may forget to tell Miss Hawley because of necessary delay in seeing her. *Shorthand is necessary again.*

Mr. Daley's buzzer rings. He has returned to his desk, noted your memorandum about the casters, and summons you. Now again you use shorthand to note his instructions as a clear reminder for yourself: "Before noon, telephone Pickering Furniture Company install casters one dollar additional per chair as ordered. Understand installation today and delivery tomorrow morning. Write letter to confirm." *Shorthand is necessary.*

The interest of dictation. Every bit of dictation, no matter how uninteresting it may seem by itself, can bring a spirit of interest to relieve monotony for the secretary. What is it about? What part will it play in its series of transactions? How swiftly can I turn out the transcription? These are some of the interests to be discovered for even the dullest pieces of work. We have seen how necessary it is to know the contents of a letter that has just been dictated. This habit of mind makes a more intelligent secretary and a more sympathetic and contented one. If you care, both you and the work are better off.

Not all dictation is equally interesting. Much of it is repetition, which implies a certain amount of drudgery for the secretary. There may be variety of form, of expression, of importance, of human interest, of subject matter. If you have truly mastered shorthand, a period of receiving dictation may often be the most diverting and least taxing part of the day's work. It carries an element of suspense; it challenges accuracy; it is part of a success-

ful whole—the business with which you have allied yourself. When people are dealing with people, there is bound to be at times a certain lively fascination that is far removed from boredom.

After taking dictation. Coming away from dictation is a procedure in itself—a procedure for which you should be thoroughly prepared. When your employer says, "That's all," you have come to that important step between receiving dictation and taking care of that dictation. Here is a moment for you to use to the full, because your employer's mind is relatively free and he will probably listen willingly to anything you need to ask or to say. What you do and what you plan at this point may take an important part in the continuous flow of the whole day's business, for you are in touch with all that is going on. There are five steps that you should train yourself to be aware of at just this point:

What questions or other matters should I call to the dictator's attention?
What papers and other things shall I take now from the dictator's desk?
What rush matters must be cared for immediately?
What was I doing when I was called?
What has come to my desk while I was taking dictation?

Let us run through these more fully with an eye on specific happenings in an office.

What questions or other matters should I call to the dictator's attention? Any questions about the dictation just received or other matters should be ready for this interval. The manner in which you use these few minutes will show your employer whether your mind is on your work, whether you know how to organize that work in detail. The following questions and reminders might come after a period of dictation:

Do you wish to have copies of the memorandum that you just dictated to Mr. Anderson go to any other officers of the company? Do you wish to sign the copies as well as the original to Mr. Anderson?

I have nearly finished typing the record of yesterday's committee meeting. Do you want to see a copy before the record is released to the other directors?

No reply has come yet from the night letter you sent to the Houghton

Company, asking them to wire collect. How do you wish me to follow this up?

I have made an appointment for you with Mr. Dane for 3:00 tomorrow afternoon. Is there any material that you will want to have ready for the conference?

Will it be convenient for you if I make a dentist's appointment for Friday noon, while you are at the Business Men's Luncheon?

Mr. Appleton asked me to notify Mr. Fox and Miss Damon that the meeting at 11:30 this morning would be held here in your office instead of in his, as he expects to be delayed. He asks you not to wait but to go ahead with the conference and he will come as soon as possible.

Now go over these sentences again with this in mind. Not only is each one of them necessary, but they have been asked in a reasonable order: (1) questions regarding the dictation just given, while it is fresh in both minds; (2) various statements and questions including matters personal to both employer and secretary; and (3) the reminder of an approaching appointment.

Before leaving the room you should have clear and complete understanding of every bit of the dictation. Most employers cannot be interrupted during dictation, as we have said. Yet there are rare times when an interruption is absolutely necessary, because certain figures or involved expressions must be questioned. No set rule can be written down for the dictation relation between every employer and secretary, because what is helpful to one employer may prove irritating to another. It is feasible to indicate when unusual dictation is getting beyond your best speed. This can be done by saying quietly, "Just a minute, please," or by a motion that will ask to have the flow slowed down. Errors in transcription because of faulty notes cannot be defended with "I thought you said," or "I thought you meant," or "I have it in my notebook that way." You must know what was said. In the office, you cannot depend on someone else for the notes that you have missed or mistaken. It is necessary for you to depend entirely on your own notebook.

What papers and other things shall I take now from the dictator's desk? When coming away from dictation, you must take every single paper that you need or of which you can relieve your employer. The pile on his desk becomes appreciably smaller after a session

of dictation. This is a moment in which the secretary who has an attitude of helpfulness may find particular satisfaction. She has taken a load from her employer and left him free for further work; she knows that she is useful and enjoys her part of the teamwork.

Now, the efficient secretary always has her mind set on methods that will save time. One of the seemingly little devices for saving time during transcription is the habit of coming to letters and other papers *in the order of their use,* as related to the order of dictation in the notebook. This necessity may be prepared for in advance without waste of time, by turning each letter face down as soon as the dictation has been given. Many employers do this automatically, using the space at the side of their active work or in front of it. Other men hand papers across to the secretary, as they go along, giving her the opportunity to lay them down in this way. When the pile is reversed, the letter that you will need first will be on top. It may even be possible to make a second pile of papers, which are to be filed or which are not tied to any shorthand in your notebook. Whatever you can do alertly will save time and confusion later.

Before leaving the room, you should look in the basket or section where your employer puts matters for your attention. You will thus gather everything that belongs to you. At the same time you will, of course, be careful not to pick up anything else by mistake. You should then be so equipped with what you need for your next work that you will not have to run back later for something you forgot. Always pick up and carry away papers with a firm hold so that you do not have to flurry around to find something that has been dropped. Do not let things "slip out of your hand," because this not only wastes time and sets your papers out of proper order but makes you look awkward and feel awkward.

What rush matters must be cared for immediately? On the way back to your desk, after taking dictation, your uppermost and very active thought should be, "What has been given to me that must be taken care of immediately?" There may have been the dictation of a telegram, or the request to telephone to someone right away, or a rush letter—since these have been marked in your notebook, they will be easy to find. As we shall see in a later chapter, order

of work is a vital responsibility of the secretary. First things come first.

What was I doing when I was called? As soon as you have thus taken thought of the new matters just put into your hands, you should ask yourself, "What was I doing when I was called?" It is important to remember where you left off, because that may be the very point at which you should resume your work, and without delay.

What has come to my desk while I was taking dictation? As you approach your desk, you should look immediately to see what messages and mail may have accumulated during your absence. There may be a memorandum written by the one who covered your telephone, telling you to call someone. This memorandum must not get buried under the pile of new material now in your arms, for it needs immediate attention. The efficient secretary is at all times in control of the flow of work on her desk; she allows nothing to come in without her notice.

Threefold responsibility. Three distinct responsibilities are, therefore, connected with taking dictation: (1) *going in for dictation,* involving responsibility for the desk and the telephone that you are leaving, as well as for what you carry in with you; (2) *taking dictation,* involving the best methods of using the notebook and of caring for the related papers; (3) *coming away from dictation,* involving questions, papers, and other matter to be taken away, and the responsibility of the desk to which you return. Even when the dictating machine receives the dictation, the secretary must play the part of obtaining the records with their accompanying papers and of noting matters requiring immediate attention.

CHAPTER SIX

TRANSCRIPTION REQUIRES JUDGMENT

Transcribing—a complex task. The dictated letter is the letter of the employer plus what the secretary herself contributes to it by careful transcription. Transcribing is not simple; it is complex. There are eight outstanding strands woven into the responsibility of transcribing the average letter. These strands are in the hands of the secretary to weave together.

Accurate shorthand. This requires attention; interest in the matter dictated, so that an intelligent flow of shorthand outlines follows the concentrated flow of dictation; speed, to keep up with that flow; and a personal vocabulary that recognizes all the words dictated.

Unhesitating reading of shorthand notes. Your speed in typing depends on the smooth reading of your shorthand every bit as much as on the swift glancing of your fingers over the keys. Every outline must be immediately translated into the word or words it stands for. If you have a habit of floundering about or of guessing or of not caring, that habit will act as a brake on your transcription.

Perfect typing. The typing must show an even, swift touch, freedom from erasures, and nice spacing.

Good taste. The appropriate stationery must be chosen. The margins, spacing, placement of date, and complimentary closing must be determined with good taste.

Correct style. Paragraphing must be right, because it affects not only the appearance but the meaning of a letter. Spelling must be absolutely correct; the vocabulary must be right. The secretary must know surely whether or not her employer has dictated a word that he himself would not wish typed. He may be so preoccupied with the meaning of the letter that he makes some slip of the tongue. You must know—or know how to find out quickly—the

right substitute. If he has used the same word in sentences near one another, you must be able to judge whether he has dictated this repetition advisedly or whether you should seek a synonym. The grammar should be perfect; no rule of good English may be broken in a business letter. All these matters of simple but correct style have their share in representing your employer favorably to the person he is addressing. This representation is left to you.

Gathering the import of the letter. We have already seen the necessity of understanding the meaning of each item. While you are receiving dictation and while you are transcribing that dictation you will be storing away in your mind these things: the content of the letter; its significance in connection with other steps; and what it involves by way of further attention on your part, on the part of your employer, and on the part of the person addressed.

Mailing the letter. The responsibility of transcription carries through to the very mailing of the letter. The secretary sees that it is signed, put in its envelope with any enclosures required, sealed, stamped, and then mailed, unless there is a centralized mail room where stamping and sealing are frequently done in one operation. What is called the "over-all" time for this one letter includes every moment spent on it, from the moment of dictation to the moment of mailing.

Awaiting the answer. The secretary's responsibility for this one letter is not cast to one side when she has mailed it. In her mind this letter has now become a step in the transaction as a whole. How it may move the addressee to act becomes a matter of concern to her. She awaits his answer. It may be that she keeps the carbon copy of her letter in a special "Pending" folder, as a reminder that a reply is expected. Or she may make a note on her calendar pad, so that if a reply has not been received within a certain number of days she can call this delay to her employer's attention.

The speed of transcription does not by any means depend alone on how many words you can type in one minute, or in ten minutes, even though that technical skill must be assured. Transcription speed within a single letter may require the following:

Ready reading of shorthand notes
Quick handling of paper, including carbon paper
Orderly arrangement of material related to the letter

Immediate good judgment as to length and placement of the letter
Ability to spell a wide vocabulary
Foreseeing errors in English
Punctuating and paragraphing correctly the first time
Erasing quickly and neatly, but preferably not at all
Ready turning back to transcribing, in case of interruption by telephone or otherwise
Reading of transcription before removing it from the typewriter

Stop to test your own transcription speed whenever you can. Look back over several successive letters that you have just transcribed and think out what, if anything, took too much time. Did you go to get a drink of water because you "didn't feel like working"? Did you have difficulty in looking up words? Did you hit a wrong key—and is it a key that you frequently use by mistake in just that combination of letters? And shouldn't you cure yourself of that habit? Did you handle your notes poorly in the beginning, so that your shorthand held back the pace of your typewriting? Which notes troubled you, and why? Did you have to go to get supplies that you should have had at hand? Were you thinking of something else while you tried to type? Did you fail to glide swiftly from the transcription of one letter to that of the next? Yours is an individual question. What consumed *your* time unnecessarily is your concern. Watch yourself out of the corner of one eye and check yourself. Then with determination set about handling your work better in each weak spot.

Ability to read intelligently. The efficient secretary knows how to read swiftly and to read carefully. She reads with attention to detail—to meaning, word by word and sentence by sentence. For this she of course needs a wide vocabulary. More than that, she needs an interest in what she is reading. What is read with intelligent interest is impressed on the memory. It is possible to work on your reading habits, to check yourself from time to time to discover whether you are concentrating and retaining what you read. Attention and retention are closely related. Your first reading of the instructions in an office manual, for instance, should be an attentive and retentive reading. Read attentively and you will follow through attentively.

The ability to read what is before you *while it is still in the type-*

writer is of great importance. Will it make the intended sense to the recipient? Are the grammar, spelling, punctuation, paragraphing, phrasing, choice of words all that they should be to carry the intended meaning? Watch your own reading of your own work; do not skim it carelessly. Be your own best critic.

Polishing your letter even under pressure. If you know the motions that will make your letter look well set up, and know them thoroughly, you can polish a letter with swift, deft strokes, even under pressure. Your letters will be right the first time. This rightness may depend on so seemingly slight a thing as correct pronunciation. When your employer comes across one of your misspelled words, or, what is worse, when one goes out by mistake over his signature because of his necessary haste in signing your letters, the reading of those words becomes a serious concern. The mind of the recipient is distracted; the meaning itself may be blurred.

A page of typing should not appear as though a rough wind had been blowing; it should have every appearance of having been written on a very calm day. The *outer* impression of a letter is well groomed when it has the following:

Well-chosen margins and indention, if any
The date in the right place
The name and address in the right place
Right spacing between paragraphs
Regular typing, resulting from even finger pressure on the keys, both as to the placing of the letters and as to the intensity of the stroke—and always with a sufficiently fresh ribbon
Freedom from "strike-overs"
Neat and infrequent erasures
Freedom from finger marks
Proper space for signature
Correct folding

The *inner* impression of a letter is well groomed when it has the following:

Absolutely correct name and address
Correct date
Appropriate salutation and complimentary closing
Perfect punctuation
Perfect spelling

Perfect grammar
Correct and effective use of words
Paragraphing that aids the meaning
Accuracy in figures and facts
The signature itself, *which must never be overlooked*
Proper notation of initials of dictator and secretary
Note of enclosure, if any

Your typewriter. When you go to a position, you will probably not always be given a new typewriter of your favorite make. Someone will point out a machine, saying, "And this is your typewriter." Rarely will you be fortunate enough to make your own choice, at least until your work warrants the purchase of a new machine. It is well to know exactly which makes of typewriters you personally use with the best output of work, but it is more important that you try yourself out not only on different makes but on machines which are of old design or which offer some handicap. The poorest equipment in an office is frequently given to the newest helpers, and you must become immediately adapted to whatever may be offered. Good work is sometimes demanded from a new secretary who has to type on a machine with outdated devices, at a queer little old table of the wrong height. If you go into an office that is moderately well equipped, you can immediately concentrate on the work itself; but thousands of men need efficient secretaries in small offices where ideal equipment is not afforded.

Let us imagine your first transcription work in a small office. You have come to an unfamiliar situation. You have just taken dictation from a stranger—a stranger who expects your work to be worth money to him. You find that your typewriter has a shift for the opposite hand from the one you have been most used to. The table vibrates somewhat as you type. The bell does not ring at the end of the line. The action is not tuned to your touch. Strange people are moving about on strange errands with an accustomed air. Someone is telephoning in a voice strange to you. You may be in a room alone or with as many as two hundred others. You may feel that you are being watched, though not in an unkindly way. On this first morning your adaptability in a new environment will mark your efficiency as a secretary.

In a new position it will pay you to stay overtime the first night

or to come early the second morning, in order to master your machine. It should be at your command to its least device. You will never have to be afraid of your typewriter if you understand it. When a difficulty arises while you are in the midst of an important rush letter, you will not have to lose your poise or lose time in adjusting the machine; you can speed right on. You will know what to do if your ribbon is not printing or if your paper is slipping or if the carriage-return lever does not space up the paper. You will know a quick makeshift to meet any emergency, except the serious one that requires a professional repairman. Whenever you have an opportunity to see an associate in an office or a repairman make a diagnosis of a simple difficulty, watch and think and remember. You may encounter that very difficulty, some day when you are in a hurry, and be able to remedy it readily for yourself.

Familiarity with machines counts, for even if you usually have a good machine at your disposal, it may have to go under repairs and, at a time when you must press through an extraordinary amount of work, you may have to use a substitute that is quite inferior. Whenever you must work at a typewriter that is strange to you, glance swiftly over the devices peculiar to it, so that your motions can be promptly adjusted and your actual attention can be on the transcription itself. Set your marginal stops and your line spacer quickly. Try the carriage shift. Notice the location of the carriage release, the backspacer, the margin release, and the ribbon shift. You may find that a new ribbon is needed, and your eye must be keen to catch the method of putting it on. You should immediately surmount the fact if the tension is too loose or too tight for your natural touch. Your imagination, your intelligence, your adaptability must be in command of the situation.

Clearing the notebook. Any unfinished work buried in the secretary's notebook must stay on her mind until it has been cared for. In a later chapter called "The Next Task" we shall read of the importance of putting through work in the right order. Here are three facts about the notebook and its everyday demands.

Rush work must be rushed. This includes

Telegrams
Important messages for people in the office or outside, whether written or telephoned

Notes of request for information from the files or elsewhere for the use of the employer
Rush letters, including special deliveries and air mail

The body of today's dictation must be attended to today. This includes letters and memorandums, the making of appointments, etc.

If possible, the notebook should be entirely cleared. In a great rush of work, dictated matter sometimes will have to be held over. If the transcription of a letter dictated on February 15 has to be delayed until February 17, it may be advisable to indicate this beneath the date of the letter as follows:

February 17, 1947
(Dictated February 15, 1947)

There are two reasons for doing this. First, it indicates to the addressee that your employer attended to his part of the reply two days earlier—and it is your courteous duty to both of them to make this known. Second, as your employer prepares to sign the letter, he is immediately reminded of the time of its dictation. A great deal of work may pass through his hands in the course of two days, and without your notation this particular matter might now seem very remote. But transcription should rarely have to be defended by any such means because of the secretary's failure to keep up with her work.

Cancellation of notes. Once it is in the notebook, not a thing should escape the attention of the secretary. She cannot excuse herself with "I must have skipped that." To protect her, use is made of three simple devices with which you are already familiar: the horizontal line between items, the vertical line of cancellation, and the elastic band.

The horizontal line marks one item off from another, as we saw in the chapter on dictation. This clearly sets off even the briefest piece of work, so that it catches the eye readily before it is attended to and so that it can be plainly canceled after it is attended to. The horizontal line also sets off by itself a postscript or additional dictation related to material on earlier pages, so that this does not become confused with unrelated notes falling immedi-

ately before or after it on a page. *This line is always made with pen or pencil during the course of receiving dictation.*

The vertical line cancels notes as soon as they are attended to. *This line is preferably made with a colored pencil,* as a perfect check for the eye against the completion of work. Orange is an excellent color for this purpose, since blue and red often are reserved for other special uses. It is an economical office habit to keep an orange pencil near your typewriter; during transcription this should lie in an accustomed place within reach of your right hand and your notebook. This is one of the very little ways in which an expert secretary watches her instants of time. Be particularly careful to draw your orange line down through inserts and additions, which must be transcribed in their proper pieces of work and then canceled with care.

When you are interrupted during transcription, be sure to return to the exact place in your notes where you left off. It is always annoying to find that you have turned back from telephoning, for instance, and have picked up and gone on with your notes from the wrong place. This error is especially easy to make if the same shorthand sign for an outstanding word appears in two different places on the page, and often the penalty will be the recopying of the typewritten sheet. When you have to interrupt reading your notes to insert the next sheet in your typewriter, be sure to make the correct pickup. For this contingency you can let an orange check mark stand guard in your shorthand while you are making the shift, and you will know that this is the spot at which to resume work.

Remember that keeping the notebook cleared by canceling the notes is a principle that holds also for actual letters with marginal notations, indicating replies to be transcribed, and for odd pieces of paper on which either your employer or you have made notes for definite attention. This kind of dictation needs special guarding; all notes for the day may be properly transcribed from the notebook itself and yet some important piece of work be overlooked. No papers of any kind should be filed or dropped into a filing basket without being scanned for possible notes to be attended to. Miscellaneous pieces of paper holding important notes should be dated and kept for possible future reference,

either with the notebook or with the carbon copy of their transcription.

The elastic band gives the final check by being slipped along from page to page of completed work. The band absolutely locks off all the notes it includes, and for that reason it must be run along with care. It should enclose only those pages with a completed vertical line of cancellation; thus it serves as a double check. For example, if the sixth letter and the tenth letter and a certain telegram require immediate transcription and the notation of an immediate telephone call is taken care of and canceled, the remainder of the notes may have to await their course through the day's work. The elastic band should not bind away any of these untranscribed, still active notes. *Turn one page at a time! Be careful not to turn two pages, thinking that they are one.*

The elastic band, by the way, tells the tale as to whether the secretary has let dictation of a less important nature escape her attention for some days past. Such notes must be fitted into crevices of time, and the secretary must be able to shift along the band from day to day without holding back minor unfinished tasks. Keeping up with your notebook day by day is necessary. Fresh notes are read back more swiftly, because the memory more readily plays its part in recalling letters recently dictated. What are called "cold notes" should be perfectly readable, if they are complete and correct, but they do not melt into typing so easily as "warm notes."

Sometimes, indeed, notes that have long been locked away by cancellation must be called upon. The retention of shorthand notes for a time is often of the utmost value to the secretary. For instance, if the file copy of a letter transcribed several months ago is lost, you may be expected to find your notes of that letter and to retranscribe it for your employer's immediate use. In running through many notebook pages at such a time, the eye is definitely aided in spotting the letter (1) by the conspicuous dating of dictation and (2) by the clearly written name of the addressee.

Typing, the doorway for shorthand. The word *stenographer* means primarily "one who writes shorthand"; yet the girl who sits at a stenographer's desk must know more than stenography. She must know typing and know it thoroughly. When a girl is necessarily

absent from her position and has work left unfinished in her notebook, such notes are inactive until she or someone else can transcribe them. Your notes should be so carefully taken that another member of the staff could, if necessary, transcribe them during your absence or occupation with other work.

No secretary can afford to have a sharp edge on her stenography and a dull edge on her typing. The two together must cut a clean swath through her work. When they do, her employer knows it and is satisfied. She knows it and is contented. She progresses.

Good judgment versus guessing. In transcription, as in other work, there is a wide distinction between using good judgment and guessing. Certainty and not guessing gives an honest flavor to work. Among the various exclamations that an employer may make when he finds on the typed sheets placed upon his desk words that are the result of guesses are these:

I couldn't possibly have said that!

I can't think what I could have dictated here, but this simply doesn't make sense!

You have missed something of importance here, but I can't just recall it. You'll have to copy this over without that sentence.

If I dictated that word there, I must have been thinking of something else. I'll have to dictate that paragraph over.

Now if these verdicts on your transcription are often repeated, you can hardly hope to hold your position. Through your shorthand you must catch with perfection what the dictator has a right to expect prepared for his signature in impeccable typing. *Good shorthand, supported by good judgment, makes good transcriptions.*

"But that doesn't make sense!" This is one of the worst criticisms a secretary can ever hear. *Whatever is written must make sense.* Because of poor shorthand outlines, or inattention, or poor spelling, or meager vocabulary, lack of sense creeps into the letters of the inefficient stenographer.

Watch sharply when a word sign may stand for more than one word, or when two signs are very similar. The whole point of your transcription is to carry the right ideas from your dictator to the person you are addressing. If you are careful to notice what his

whole letter is about you are not likely to make mistakes. This matter is your own special responsibility. The dictator may not have time to catch that one wrong word of yours which will make a world of difference to the success of the particular correspondence to which this letter belongs.

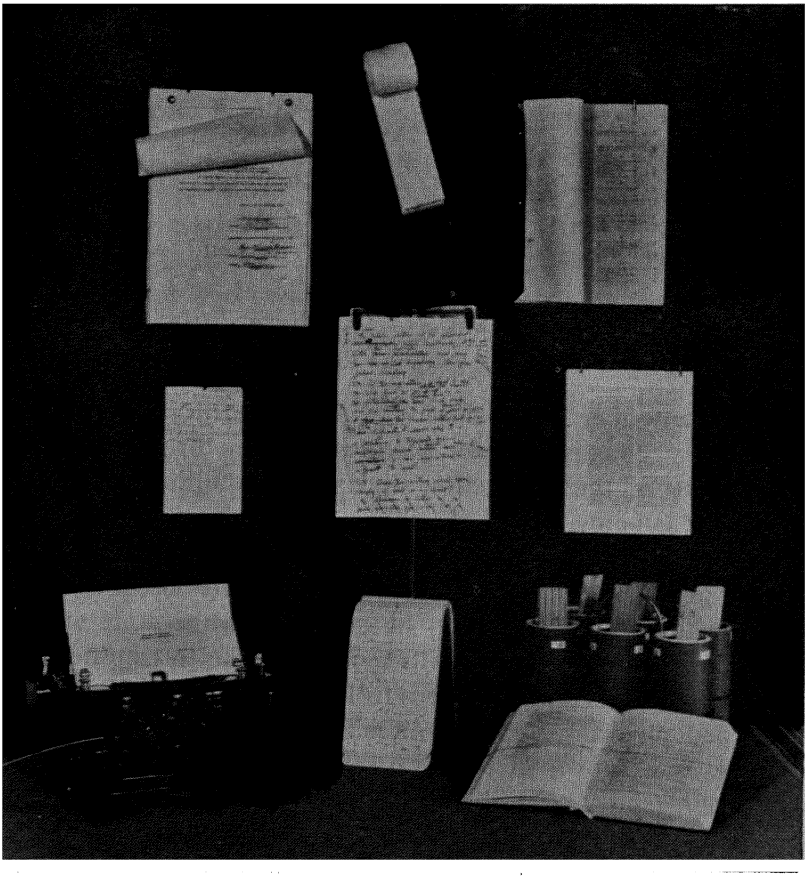
THE EFFICIENT SECRETARY WRITES	THE CARELESS SECRETARY WRITES
The railroad office here signed for these.	The railroad offers here signed for these.
This is in line with our advertising plan.	This is unlined with our advertising plan.
Shall we send you a duplicate order?	Shall we send you a duplicit order?
It will cost little to buy this now.	It will cost little to by this now.
This is for your convenience.	This is for you convenience.

The transcriber must check her facts. Verification is her responsibility. This is done for the most part by direct reference to other items of the transaction that she is handling, such as the letter that is being answered.

Transcription with and without shorthand. A transcription is a copy of any kind. To *transcribe* means to "write across" from one medium to another, or it may be even within the same medium. In the study of secretarial skills it is a mistake to confine discussion to the transcribing of words from the shorthand medium into the typed medium. Transcription flows from different kinds of sources, as is shown in the illustration on page 76 with its descriptive legend. Actual dictation by the employer is by no means the only source of the material to be transcribed. The other mediums must become familiar to the secretary who wishes to be at ease with transcription as a whole. The following list mentions the more usual sources of transcription.

Rough draft. Often this is in longhand, and the secretary must become so apt in deciphering her employer's handwriting that she copies swiftly and readily, almost as though she were copying from a typed sheet. The problems of longhand and of what is usually known as "rough draft" will be studied in detail later. Rough draft is likely to be a part of your responsibility when the transcription falls to you. This material in handwriting may represent

an entire letter or manuscript, or it may be an insertion or an addition to material already taken down in shorthand or already typed. There are moments when a man can think out an important matter



Transcription flows from different kinds of sources. Left to right: (*above*) legal document; stenotype tape; specifications; (*center*) telephone message; rough draft; bulletin; (*below*) dictation direct to the typewriter; shorthand notes; dictated records; and printed book.

better by himself, perhaps at home in the evening; the next morning he has it noted down, however roughly, for you to transcribe. This will require careful reading and exact transcription on your part, because he will be eager to see these words, over which he has labored, smoothed out into readable form in clear typing.

Original letter writing. The secretary usually is not entrusted with the composing of letters during the early part of her career. Letter writing she learns in action, while she takes dictation and transcribes that dictation into actual letters. To this end and to her previous training she adds learning from the observation of well-written incoming letters, which she reads and often handles several times. She comes gradually to the feeling for good letter writing. If her vocabulary, punctuation, grammar, spelling, and syllabication have been so drilled that she transcribes correct letters, even out of incorrect dictation, she should mature into a correct letter writer through this very experience. No intelligent girl can continually handle good correspondence without assimilating its flavor for her own subsequent writing.

She may at any time be told to transcribe a letter or a reply or a telegram or a notice from a brief written notation. Or she may be given what is called a "skeleton letter"—brief notes in outline form from which she is to write the letter in full. Or she may simply be told, "Answer this, please."

Quoted matter. Business and professional men often include quoted matter in their writing, to substantiate or to supplement their own statements. Sometimes such quotations are imbedded in a dictated letter, sometimes they are to be copied as separate enclosures. In either case they become a part of the transcription. A man may quote a brief financial statement or a regulation from the laws of the state. When the secretary is instructed to transcribe such quoted matter, whether from letter, booklet, magazine, newspaper, or book, she must be careful to take with her from dictation everything from which she is to copy her excerpts; to understand exactly what is to be copied; to keep this material with her papers related to other dictation, so that it is immediately accessible when she is ready to transcribe a particular quotation; and to indicate clearly the source of the quotation and the author.

When a man wishes to quote an entire letter, it is customary for the secretary to make a copy of that letter for enclosure. Unless she is otherwise instructed, this will be a complete copy. For instance, your employer dictates a letter to Mr. Macdonald, saying, "I need to have your opinion about the enclosed letter from Mr. Norton." It is wholly desirable for you to keep the *original* letter

from Mr. Norton, not allowing it to leave the office. You therefore make an *exact copy* of the letter to serve as your enclosure to Mr. Macdonald, which he may keep in his files.

Or your employer may dictate, "I am sending you a copy of a proposal received today from the Frost Company." The original proposal will be kept by you with care, because it may be needed at any time in your own office and because the signature on that proposal is binding. A copy must therefore be made; and it must be made with the utmost accuracy. Such a copy is called a "faithful copy."

Or your employer may dictate, "With regard to the new gas plant, I have not altered my judgment since last year. At that time I wrote to the City Council a letter of which I am enclosing a copy." Notice that in this case you will have to find the letter of a year ago in your files; this will be a carbon copy of the letter to the City Council. You will then make a copy of that carbon copy for the person now addressed.

These three illustrations show what a variety of letter copying may be required as part of the transcription of the day. This is a minor secretarial duty that may involve typing, finding in the files, care in making enclosures, and attention to instructions. In making a typed copy of a letter for any such purpose, the following details must be carefully watched:

Show clearly that it is a copy. A single copy of a letter is well made on ordinary white bond paper, across the top of which the secretary types: COPY; this indicates that the transcription is not an original or even an original carbon copy of a letter, but a copy made especially for the purpose in hand.

Copy the letterhead, in order to show the origin of the letter. If you are copying a letter originating in your own office, you may use one of your letterheads. This detail is often overlooked by a secretary who does not use her imagination to picture the person at the other end who will receive and file the copy and will need to know from what concern the original letter came.

Copy the date accurately.

Copy the addressee's name and the address and the entire letter with faithful attention to details, especially figures.

Type in the signature exactly, with the word *Signed* before it in parentheses, as shown on page 103.

If you are to copy only a part or parts of a letter, be sure to strike periods, to stand in the place of words or sentences that are being omitted. Three periods indicate an omission within a sentence; four periods indicate an omission coming at the end of a sentence. This makes your copy an honest one, and the moment you begin to type on a sheet headed with the word COPY, you have assumed a secretarial responsibility for the correctness of that copy. This may seem a simple duty of straight typing, but it is an exacting duty, because it must be carried through with perfection.

Form letter and form paragraph. Many concerns have a numbered series of form letters and form paragraphs that have been composed out of years of experience to cover the same purposes over and over again. An editor, for instance, cannot take time to think through a fresh letter for the rejection of each manuscript that his magazine cannot use. Thousands of such manuscripts may be returned within a year, and the publishing house will have a series of courteous replies covering various kinds of contributions. Forms are of the following types and are used in the following ways, with a more or less personal touch.

1. The form letter that is printed or reproduced on a duplicating machine. On this the secretary fills in the name and address *and the date;* she also addresses an envelope for it, unless a window envelope is used. When such letters are used, there is no carbon copy as for the usual letter. For this reason a simple method must record the sending of such a form. Usually the secretary writes on the letter that has been received:

   #9—3/15/47

   indicating that form number 9 was mailed on March 15, 1947. This note is as important for the files as a full carbon copy would be.
2. The form letter that is to be copied. This has a personal touch, because it carries an air of having been dictated specifically for the person addressed and is usually signed in handwriting. A carbon copy of this leaves a clear record in the files.
3. The form letter or form paragraph that is altered or has special dictation added to accompany it. This kind of dictation must be taken with care, as it often seems more simple than it really is. When you start to transcribe such a letter, you should be in no

doubt as to what form matter is to be melted with the dictation into your final letter and just where it is to be typed in connection with that dictation.

4. The form letter or the form paragraph that the secretary is instructed to incorporate in a letter that she herself is to compose. Here she must be careful to graft on the form matter in such a way that the final letter reads correctly and personally and does not show the points of joining. The secretary to whose discretion such work is left must always guard against jumping to conclusions in applying a certain form to a case which that form fails to fit. She must also guard against using a form to answer a complaint about something that is the fault of the company and should therefore be straightened out in a more personal way. In handling form sentences, the secretary should apply just such intelligence and sense of responsibility as she applies to material typed directly from shorthand notes.

The form letter is a letter to a particular person, even though a duplicate of it may be sent to scores of other persons. The expert secretary does not look at writing form letters as a mechanical duty, although copying many of them in succession may become monotonous. To her they are a part of many different transactions in progress, all vital because they concern her employer's relation to certain other human beings. This fact makes even work with forms a living part of transcription as a whole.

Matter for pure, or "straight," copying. This includes legal documents, data to be kept for possible reference, lists of names, tabulations, and extra copies of letters. Straight copying should never be done casually.

Dictation direct to the typewriter. When a man dictates direct to the typewriter, he is usually in a hurry, as with a telegram. Or he may wish to see immediately or to sign immediately what he is dictating. This brings a challenge to the perfection of your typing, your spelling, your quick judgment about arrangement, your attention to what you hear, and your concentration on what you write. If you wish to prepare yourself for this emergency, practice by getting someone to exchange dictating and typing with you, so that you will both gain experience. This will not only prepare you for direct dictation but will show you where you stand as to accurate typing the first time.

The run of dictation. The run of dictation may be transcribed from the shorthand notebook, the dictating machine record, or the stenotype tape.

Transcription from the notebook is discussed at length in this book, because shorthand is the usual medium from which the secretary must



Urgent telegrams may be dictated by the busy executive to the secretary at the typewriter, saving time by eliminating the intermediate shorthand step.

transcribe. Such transcription depends on the eye. The secretary can glance ahead readily so that she is always in advance of her typing and can detect errors and can paragraph properly.

Transcription from the dictating machine record, which many employers find convenient as a timesaver, depends on the ear. In this way it is not unlike dictation direct to the machine. The secretary, however, may go back or forward a bit, if she wishes to check herself, which is not true of direct dictation.

Transcription from stenotype tape depends on the eye. While certain words are ready to be transcribed as they stand, others are in code, which must flow into correct English spelling just as shorthand symbols must flow from the phonetic into the full spelling.

These three mediums for dictation matter furnish the words for the transcription matter. Exactly the same letter might be taken through each medium. The secretary's responsibility is toward the finished letter, no matter what the medium from which she types her sentences. There are four classes of employees, any one of whom may be required to use shorthand:

The secretary
The personal secretary
The stenographer-clerk
The reporting stenographer, who takes notes from conferences and at court

There is nothing sacred about stenography itself. Any other means of carrying along a communication, whether from rough draft or from dictation direct to the typewriter, may be just as important a medium. It is the significance of what you are typing that counts and not the medium from which you have to do it.

The following, then, summarizes the seven more usual sources of transcription:

Rough draft, with or without shorthand added
Original letter writing, with or without shorthand or instructions
Quoted matter, with or without shorthand added
Form letter and form paragraph
    Printed, or reproduced on a duplicating machine
    To be copied
    To be grafted on to dictated matter
    To be grafted on to matter composed by the secretary
Matter for pure, or "straight," copying
Dictation direct to the typewriter
The run of dictation, from
    The shorthand notebook
    The dictating machine record
    The stenotype tape

Throughout all transcription the secretary must be sure to keep in order the data and the papers involved. You should have in writing exactly what you are to do, so that you will not waver as to the combination of matter that you are to type or how many copies are to be made or what is to be done with them. Let your work, no matter how varied, fall into smooth order, with every-

thing you need right under your hand at the moment when you need it. You as a secretary must act as a facilitator of communication.

Choosing appropriate stationery. The secretary must be able to adapt her typing skillfully to paper that varies in four particulars:

Size

Legal, $8\frac{1}{2}$" by 13"
Regular letter, $8\frac{1}{2}$" by 11", lengthwise or sidewise
Half sheet, $5\frac{1}{2}$" by $8\frac{1}{2}$", for correspondence and for memorandums, lengthwise or sidewise.
Small memorandum sheets, loose and in pads
Small blanks and forms
Personal correspondence sizes
Gummed labels for folders and other uses
Cards and envelopes for various purposes

Finish and weight or quality

Plain bond; linen
Manifold paper (Sometimes even the top sheet must be of thin paper, such as onionskin.)
Index cards
Manila cards
Manila envelopes
Postal cards
Stencils

Form

Letterheads
Envelopes—plain, window, clasp
Ruled and unruled paper
Ruled and unruled cards
Blanks with ruled spaces, such as a lease or income tax form

Color

Standard white
Tints appropriate and attractive to the reader
Colors for memorandums and manifold paper
Colors for specific forms and return envelopes
Colors to distinguish correspondence of different branches or departments or officials of one company

The intelligent secretary uses good judgment and good taste in selecting the appropriate paper for each piece of work—appropriate in appearance and in practical usefulness for the given purpose. She watches good incoming correspondence for hints, to improve her judgment. She remembers to use different letterheads for different purposes, such as special committee correspondence from her employer, or personal correspondence from him as an officer or director of one or another company or institution or organization. She also knows under what circumstances half-size sheets should be used and when it is advisable to turn her letter-size paper sidewise for a schedule or a tabulation. Many of these common conventions she learns best by watching what passes through her hands. Her judgment is seasoned by her close observation of what others do.

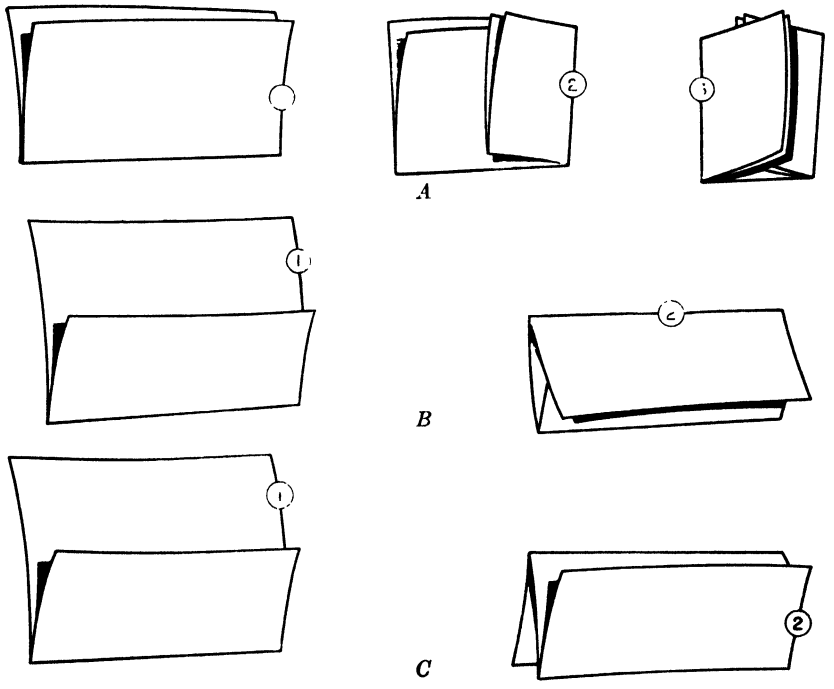
For a scrapbook of office stationery you should gather typical envelopes and try inserting those envelopes in your typewriter and addressing them. You should have practice in addressing matter for window envelopes and know how to fold contents so that the name and address show clearly and completely. You should be familiar through your own experience with the difficulties of addressing heavy manila envelopes on the typewriter. The manila envelope with a metal clasp requires care lest the clasp mar the platen of your machine. The envelope may be run in and backed out, or a label may be typed, or handwriting may be used.

Envelopes are selected with regard to the paper to be enclosed. They must always bear the return address, preferably in the upper left corner of the face. Envelopes increase in cost with increase in size, but economy should not influence you to let a small envelope become overcrowded with enclosures. The size and shape of your envelope determine the way you fold the contents. Envelopes that are enclosed for the recipient's reply may be colored or marked with a distinguishing number, so that they will be returned direct to the desired department.

Letters should be folded with an eye to the convenience of the person opening them. The majority of correspondence is folded into a 6″ or 6½″ envelope. The usual 8½″ by 11″ sheet is folded as follows (if there are two or more sheets, include them evenly with each fold made):

1. Fold once so that the bottom edge reaches to within about a half inch of the top edge.

2. Turn the right edge toward you and fold about one-third of the width upward.



Folding of letters for insertion in envelopes. *A*. Folding 8½″ by 11″ sheet for insertion in 6″ or 6½″ envelope. *B*. Folding 8½″ by 11″ sheet for insertion in 4″ by 9″ envelope. *C*. Folding 8½″ by 11″ sheet for insertion in long window envelope.

3. Fold the left edge downward to within about a half inch of the bottom folded edge, thus dividing the width into thirds.

4. Slip any enclosures into this last fold, so that they will all come out with the letter itself.

5. Hold the envelope in your left hand and insert the letter with your right, putting this last fold at the bottom fold of the envelope.

For the legal-size envelope of approximately 4″ by 9″, paper 8½″ by 11″ may be folded one-third up from the bottom, then

one-third down from the top, and inserted in the envelope, so that it is naturally opened out with the top of the letter first exposed to the eye. This makes for quick reading on the part of the opener. Enclosures should be placed within the letter so that they will come out with the letter itself. A letter of several pages is folded and read more easily if the longer envelope is used. Legal paper requires one more fold, because it is 13″ rather than 11″ long.

Window envelopes require special folding of letters, forms, and advertising literature so that the transparent "window" will show the entire name and address. Consider always the effect on the reader of the way these things will *come out* of the opened envelope.

Printed forms in whole- and half-sheet size are extensively used for office and interoffice correspondence. The secretary should quickly fall into the routine use of such stationery in a new position, because those forms are familiar and significant to the established members of the staff. They are frequently used to *confirm in writing* orders and information given over the interoffice telephone. Color or heading, or both, indicate the office or the department of the writer. On such forms the printing often includes items that would otherwise have to be typed frequently; this saves the time of the secretary and prevents unnecessary distraction of the reader's eye. The secretary can often improve printed forms if she watches their relation to her duties, such as recording messages from calls by telephone or in person, making frequent requisitions, sending matter to members of the staff for one or another definite purpose, and writing office and interoffice memorandums of many kinds.

Which devices shall I use? A thorough acquaintance with your typewriter is necessary to allow you to turn in succession from one kind of paper to another. You must be quick-fingered not only in inserting paper, cards, and envelopes of whatever kind, but also in manipulating the various convenient devices intended for your help.

The line-space adjuster must be set. For ruled paper or cards or blanks or forms the variable line spacer should be released.

The right and left margin stops must be set in proper relation to the size of your paper and to the margins required.

The paper-release lever must be set to hold.
The paper bail or paper fingers must be set in control.
The shift lock must be in release, unless you are beginning with a capitalized title.

Your command of your machine as a whole should make your adjustment to each task automatically swift and perfect. Because there will be long periods of work requiring little or no change in the set of your typewriter, you must be all the more alert to readjust these helpful mechanical devices as needed. The following three illustrations show only a few of the ways in which the typewriter is ready to serve you.

Exclamation point. On a machine that has no key for the exclamation point, you do not need to use the period and then the apostrophe by the help of the backspacer. Set your shift key for capitals; hold your space bar firmly down with your left thumb so that the carriage does not move and strike your period key and apostrophe key in succession.

Horizontal and vertical lines. For nice tabulation, lines must be ruled with ink after copies are removed from the typewriter. When a pencil may be used, in less formal typewriting, steady your pencil point against your type guide, making very sure that you are gauging the position of your line perfectly, so that it will not strike through typed letters. For the vertical line, release the variable line spacer and turn the free platen as far as desired. For the horizontal line, free the carriage release and swing the carriage as far as desired. When horizontal lines only are needed, you can of course make a long line with the underscoring key (setting the shift key for the upper part of the 6 key). Such horizontal lines will then appear on all carbon copies and may be combined with vertical lines ruled in black ink. Lines should always be set so carefully that they look as though they had been printed on the paper and the typing had then been set into the framework.

Centered headings. Centering should be swiftly gauged and should place a group of words as carefully as a printer does. You have no doubt learned to set your type guide in the middle of the page and to backspace once for every two letters of your heading (including the spaces between words), in order to find your point of beginning.

The essentials of transcription. The equipment necessary to the transcription of even one letter forms a varied bodyguard, including

Typewriter table or desk
Chair, properly adjusted
Typewriter
Eraser
Notebook
Notebook holder
Pencil (preferably colored) for cancellation
Papers and other material related to the letter
Letterhead
Envelope to match
Manifold paper
Carbon paper
And, of course, an intelligent secretary

Let us see how this one letter can be put through in the least possible time. We shall have to remember that motionsaving depends on the best use of facilities at hand. A secretary may be provided with little or much desk or table space, including drawers. You will have to apply the necessary principles to whatever circumstances may offer you. The secretary must work out with intelligent care the best way to arrange her paper, her notebook, and the papers involved, relative to the space that is available around her typewriter—which may be movable or may be fastened to a drophead, or a drop drawer, or a shelf of her desk. The following specific hints should be studied and then applied with judgment.

Have your notebook on an upright holder or an extension holder, if possible, to keep it out of the way of papers and at a reasonable reading height for your eyes. If no holder is accessible, large books can be put under the notebook as it lies flat, so that your neck will not have to be strained. There is every reason why the shorthand notebook, with its very fine writing, should be placed as favorably for the eyes as any book of print in reading. If lighting allows, set this at the right of your typewriter, with the pencil near for ready cancellation by the right hand.

A single page of rough draft, list, tabulation, clipping, or document that is to be copied should be suspended from a copyholder or laid close to the typewriter at a level that will make easy reading for the eyes with the body in the right posture. A book or a periodical should be laid flat also at the right level to avoid physical strain, and a weight or an elastic band should hold the pages firmly open.

Papers related to dictation should, as we have learned, make their appearance in order of need. These may be kept at the right, near the raised notebook, for convenient reference. Let us suppose that this letter that is being put through transcription is a reply to one just received. The latter will supply the address and may also be looked at during transcription for verification of names or figures or special words involved in your notes. If there is not space for such papers in quite so convenient a place, choose the next most efficient spot—and make that habitual.

Letterheads, envelopes, and manifold and carbon paper should be as near at hand as possible. There is a tendency among inefficient stenographers to keep a variety of supplies irregularly thrown together in the small drawer of a typewriter table—a drawer that they pull in and out for each thing desired. Economy of time and energy leads the able secretary to keep the supplies in an orderly and carefully planned way, so that the matter of reaching the desired paper or envelope is subordinated to the task in hand. A drawer with slanting partitions in a desk is useful, if it can be kept open within convenient reach. This gives an opportunity to keep a variety of kinds of paper equally accessible. Separate boxes after this same design may be purchased to set into a drawer or near at hand. Upright holders with partitions can be set at the back of a table against the wall. Insertions into the typewriter must be carried through deftly from the moment of reaching for paper.

If it is possible for you to spread out your work during a period of transcription, make free space for two more piles of papers: your finished letters as they will go to your employer's desk and your carbon copies and envelopes, which will be attended to further when each letter has been signed.

If you will look back at our bodyguard list for transcription, you will see that we have taken care of the efficient use of all but one member—the all-important intelligent secretary. She should be sitting with proper light, proper ventilation, proper posture, in a well-adjusted chair, preferably a revolving one, so that the chair and not her back and neck will do the necessary turning. Once you have everything properly

in line for transcription, your effort can be concentrated upon noticing what your notes are about instead of wondering about the mechanical details of putting those notes into writing.

Getting transcription under way. When you start to transcribe, then, everything is set for your ease of motion, so that your mind is free for the meaning of the transcription you are handling. Your first copy of a letter must be correct, neat, mailable. Directness of attack on work is one of the marks of the efficient secretary. When you go to a position, you should feel a sense of assurance about transcribing even your first letter. We have noted how to become acquainted with the typewriter. If you wonder about any detail of the setup for your letter, you may find the answer by examining, in the files, work that your predecessors have done. Don't waste time because you are "not sure how to go ahead." Take a chance and go ahead, relying on the straightforward, standard rules you have learned.

Insert your paper swiftly and with a sure touch. Judge the length of your letter for set of marginal stops. Swing your carriage immediately to the place for the date. Twirl the cylinder to the right place for the name and address, which you check from the letter you are answering. Then keep on going ahead. *Do not stop to read over your notes as a whole. The time to make sure of your outlines is during dictation, not during transcription.* You should have outgrown all necessity for freshening your outlines or putting in punctuation marks or paragraph signs.

When you enter a position, you have much left to learn, but the technique of transcription should be already acquired and should seem to be the most natural thing in the world, so that your shorthand simply melts into good typing. When the letter is done, reread it before taking it from the typewriter and make any necessary corrections. Check over briskly for every detail: date, proper address, correct typed under-signature to accompany the handwritten signature, identifying initials, notation of enclosures or matter sent separately, and the list of names of persons to whom extra copies (if any) are being sent.

The original letter and its partners. With reference to typed work, a letter that is signed and mailed is variously called "the transcription" or "the ribbon copy" or "the original letter." The name

"ribbon copy" is used to differentiate the copy that is typed in ribbon ink from the under copies that are struck off at the same time in carbon and, therefore, called "carbon copies." *Secretarial Efficiency* prefers to refer to this ribbon copy as the "original copy" or the "original letter," a term frequently abbreviated by both teachers and employers in giving instructions; for instance, "Make an original and two carbon copies."

Now this original letter that goes to your employer's desk for his signature may be said to have several partners. Two of these are always necessary and three may or may not be involved, as follows:

Always the original must have

The envelope that carries the letter to the person addressed
A faithful file copy

Possibly the original may involve

One or more enclosures
Matter sent separately by mail, express, or messenger
One or more extra copies of the original, to be sent to others than the addressee (with or without envelopes)

These partners of the original letter must come in for a share of the secretary's close attention during the very course of transcription. They are an integral part of this communication and, as such, must move as one in its preparation and its progress.

1. *Original letter.* This is on a letterhead. It is dated and is signed before being mailed. Special care is taken to make in the lower left corner necessary notations in this order:

Initials of dictator and transcriber
Enclosures, if any
Matter sent separately, if any, with indications as to the method
Carbon copies noted by name of each person to whom one is sent

These notations are properly abbreviated in a variety of styles, such as

```
EMP:SEC              EMP.S              emp.s
Enc. 1               enc. 3             enc. 2
By parcel post - 1   By express - 2     By messenger - 3
C: Mr. Dodge         c: Mr. Coleman     cc: Mrs. Ray
   Miss Brooks
```

2. *Envelope.* Addressing the envelope is an active part of the transcription of the letter. In the usual run of correspondence, the envelope should be addressed as soon as the letter itself is removed from the typewriter. This means that, no matter what interruptions occur, the letter will be immediately mailable when it has been signed. If envelopes are needed for extra copies of this same letter, they should be addressed at the same time. The envelope should then be placed like a temporary clip over the top of the carbon copy and other related papers, awaiting the return of the signed letter from the employer's desk. The exceptions to this rule come when the secretary is rushing through certain correspondence in order to catch the employer's signature before he leaves the office; or when many letters of the same form are being put through, so that handling of the envelopes in succession will save motions.

The right size of envelope should be chosen to allow for enclosures, if any. If stamped envelopes are used, the right denomination must always be selected. As an aid to transcription speed, the usual envelopes should be kept at hand, either in the open desk drawer or in a rack. The efficient secretary plans to have these stacked in such a way that the flap side is toward her, with the flap at the bottom. Thus she can pick up an envelope with one hand and swing it directly into her typewriter with the front side away from her, turning her platen away with the other hand so that it "eats" the envelope into immediate place for typing.

Postal zones divide large metropolitan areas into districts for swift sorting and delivery. The zone number, if any, should be included in the two addresses necessary to every envelope:

The correct name and address of the addressee (agreeing with the name and address on the letter itself)
The correct return address of the company or the writer

3. *File copy.* This carbon copy of the original letter, which is discussed later in this chapter, is always to be made for the files.

4. *Enclosure (or enclosures).* If you follow a regular procedure, you can become one of the careful secretaries who never neglect to make enclosures that have been promised. It is inconsiderate and unbusinesslike to say in a letter, "Enclosed is our money order

for $10," and then to forget to enclose the money order. This is just as true of clippings or data or letters that belong to your letter. The enclosure becomes a partner of the original letter the minute it is mentioned in the letter.

The abbreviation *Enc.* (or *Enc. 1* or *Enc. 2*, etc.) is typed at the close of a letter, underneath the identifying initials, as a check on your own remembering to make such enclosure and as a check for the person who opens the letter and finds what you have promised. If you fail to type that abbreviation, your reminder is missing. As a careful secretary, you may establish the following procedure: *at the very moment when you transcribe from your notes the promissory words* (whether "enclosed," or "enclosure," or "are sending herewith"), let that be your immediate signal to take up a pencil (perhaps the orange one) and *mark at the close of your shorthand notes* for this letter: *Enc.* If you find mention of a second enclosure, stop again and change your mark to show that you are to transcribe: *Enc. 2.* When you come to the last sentence of your letter, this will serve as *a definite reminder to type that notation where it belongs.* If you always catch and make note of this as you go along, no interruption or pressure of work can prevent your typing the reminder to carry through your employer's dictated promises.

5. *Matter sent separately.* In well-organized concerns, a regular routine is established for making certain that promised material is sent separately, whether it be catalogs, or reports, or samples, or books, or blueprints. A printed or mimeographed form on a small piece of paper may go from the desk of the secretary to the mailing clerk, stating date, name and address of addressee, and what is to be sent. You must be quick to fall into line with such well-established methods of office routine.

For the small office, however, where you may be entrusted with the responsibility of organizing and carrying through such duties on your own initiative, you should be prepared with the principles. Sending a partner to your original letter, such as a promised printed report, forms a separate, though related, duty. This may involve the wrapping of a package, which must be weighed and mailed or sent by express and treated quite apart from the first-class letter to which it belongs.

FRICK & FRICK, ARCHITECTS
500 WASHINGTON STREET
ALBANY 1, NEW YORK

June 6, 1947

Subject: Municipal Building

Charles D. Allen & Co., Electrical Engineers
77 Front St.
Albany 3, N. Y.

Gentlemen:

We are sending back to you the set of blueprints and the corrected copy of specifications for the new Municipal Building.

Enclosed is a copy of the letter that we are mailing to the Mayor regarding the special lights for his office.

I am glad that Mr. Allen himself can meet me at the building site next Tuesday afternoon, the 10th, at two o'clock.

Very truly yours,

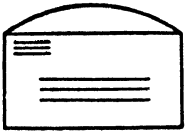
K. D. Frick

K. D. Frick, President

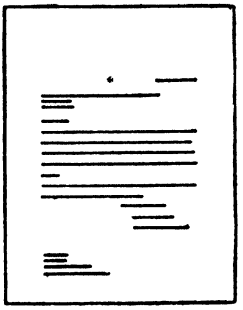
KDF:sec
Enc. 1
By mail - blueprints
- specifications
cc: General Contractor

An architect's letter requiring the secretary to attend to the several "partners" of transcription shown on opposite page. Without special instruction this secretary is expected to take the responsibility for sending out the promised copies and the matter for separate mailing.

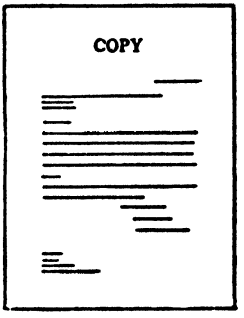
For this reason, it must not be overlooked, and the first step is similar to that for making an enclosure in a letter. As you transcribe from your notes the promissory words (whether "by this mail," or "send you as soon as possible," or "are ordering for you"), let these always be your immediate cue to take up a pencil



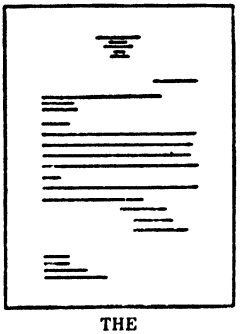
Envelope with address and return address, to hold transcribed letter and Enc. 1



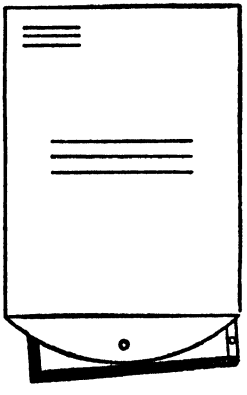
Carbon copy of transcribed letter for the file



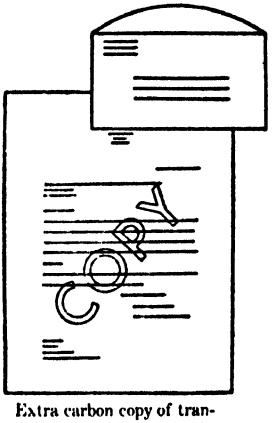
Enc. 1: copy of letter to Mayor, promised in transcribed letter



THE TRANSCRIBED LETTER



Specifications in manila envelope with address and return address



Extra carbon copy of transcribed letter to be sent in envelope addressed to General Contractor



Blueprints in roll with address and return address

The varied "partners" of the letter shown on opposite page are prepared by the responsible secretary.

and mark at the close of your shorthand notes for this letter: *separate mail,* or *express,* as indicated. This should ensure your typing the notation at the close of your letter and also making a note on a slip of paper, which is to serve as your reminder to carry through your promise. You should not seal a letter with this notation on it without being certain that a memorandum has been made for the purpose.

6. *Extra copy (or copies) for others than the addressee.* The preparation of this possible partner of the transcribed letter will be taken up later in this chapter.

A graphic example of a transcribed letter with its required partners is given on pages 94 and 95. The *always essential* partners shown are the *envelope,* addressed to hold the original letter, and the *file copy* of the original letter. All *three possible* kinds of partners are shown by the *enclosure,* which is a copy of the letter to the Mayor promised in the original letter, the *two pieces of mail to be sent separately,* as promised in the letter (the specifications and the blueprints), and the *extra carbon copy* of the transcribed letter with the *accompanying envelope* addressed to the General Contractor. A consciousness of the items that are essential partners of each transcribed letter must be strong when you are a secretary and these details rest on you.

CARBON COPIES AS A DISTINCTIVE PART OF TRANSCRIPTION

Importance of secretarial traits in carbon-copy work. Correct carbon copies of letters, or memorandums, or documents, or reports have a distinctive place in business and professional procedure. A copy may take on even a certain legal importance provided that it can be proved, for instance, that a registered letter was received and signed for by an addressee. A definite rule exists that a file copy of all typed matter should be left behind as a record in the files. It is true that frequently extra carbon copies, ranging in number up to ten or even more, are needed for other purposes.

Correct typing demands poise. Making a single copy of a document without error takes concentration and control; but when you are seated at your typewriter and about to copy a document with ten carbon copies, the tax becomes far greater. You may have

your paper well set and the document itself may be clearly written, or it may be in rough draft. Your accuracy of typing counts in extraordinary measure. Suppose that the nature of this piece of work will permit well-made erasures. Even so, every error will force you to make eleven erasures in all. It takes great patience, as well as skill, to erase the same mistake—a mistake that you yourself have made—with ten successive carbon copies to consider. Here you find your typing skill integrated with an actual secretarial duty; and the personal traits of poise, patience, accuracy, industry, and alertness are also an integral part of the performance of that duty. What you can do, what you know, and what you are —these combine clearly in such a task.

Manifold paper. The word *manifold* is applied to thin paper on which many copies can be made at one time, by the aid of carbon paper, which does the printing on the copies as from an inked surface. In an office different colors of manifold paper are sometimes used by different departments or for different purposes. A colored copy stands out in a file. The file copy may be on plain colored or white paper, or it may be made on paper with the words *FILE* or *FILE COPY* printed lightly across the sheet in red or black. It does not have the letterhead printed on it.

Other copies are often made with carbon on plain, lightweight paper, which may be full size, $8\frac{1}{2}''$ by 11", or half-sheet size, according to the size of paper used for the original letter. A nice run of many copies can be made on onionskin paper, which is glossy and firm but very thin. This is often used for specifications of which many people must have identical copies. When a printed form, such as a memorandum form, is used, often one or two carbon copies also are made on the printed form rather than on thin manifold paper, because the printed words are a part of the sense of the typed words.

For manifolding extra copies, lightweight paper—either white or tinted—is commonly printed with a simple letterhead and the word COPY (often in red skeleton letters) either across the top or diagonally across the face of the sheet. To the files of the office receiving an extra copy the printed heading is as important as if this were the original letter. In certain offices it is customary, as a matter of economy, to use a "copy" paper that is a trifle smaller

than $8\frac{1}{2}''$ by $11''$, and also a slightly smaller carbon paper. The efficient secretary, however, finds that the uniform size for the original letter, the carbon paper, and the copy paper makes for the simplest handling of runs in the typewriter because the edges fall together for insertion and no time is wasted for adjustment. Furthermore, for the file folder the interfiling of the two slightly different sizes of paper makes for a slight hindrance in both filing and finding.

Carbon paper. Carbon paper is both expensive and fragile and must be kept with the utmost care. A crease or a wrinkle will mark what are known as "crow's-feet" on manifold paper. Edges should be kept free from little tears. A single sheet can be quickly ruined by slight mishandling. Sheets that have not been used should be kept in a box or in a stiff folder. Sheets that are in daily use are kept within easy reach. As a rule, there should be but a few partly used sheets on hand; as soon as a sheet has lost its freshness, it should be destroyed. It is wasteful of time and paper to allow active sheets to accumulate beyond the number in ordinary use.

Carbon paper is chosen by weight and by finish. The secretary does not unquestioningly continue to use one kind; she studies durability and cost. Different grades of both carbon and manifold paper are appropriate to different types of work. Always file copies must be sufficiently durable to stand necessary handling. For one or two carbon copies, a heavy carbon paper that gives long wear is economical. A lighter weight of carbon paper must be used for special work demanding great clearness of type and for runs of many copies. The more the padding of carbon paper plus manifold paper, the less readable will the copies be as they recede from the strike of the type. Dim carbons show lack of respect for your reader.

How to make a run of carbon copies. A true carbon copy of a letter is struck off with the original of that letter. *A file copy should be a true carbon copy.* Corrections on such a copy must be made with care, not only for the sake of clearness but also because it is a true copy only when it is identical with the original letter.

If a great amount of copy-making must be done in large numbers, you will of course use the mimeograph or multigraph or some other duplicator. On your typewriter, with thin manifold paper and thin carbon paper, you can make nine or ten clear copies for

ordinary purposes. They must be readable; the weakest one (usually the file copy) must not be confusing to the eye of the reader. If you are furnished with a brass roller to insert in your typewriter for special copy work, you may be able with very thin carbon and manifold papers to run off fifteen or twenty clear carbon copies at once. This, of course, requires accurate typing the first time.

Arranging and inserting the paper. Preparing your paper for the typewriter should be done swiftly and attentively by intelligent short cuts. The letterhead, or plain sheet, for the original letter should be laid face down, with the letterhead end nearest you; then a sheet of carbon paper with the shiny side up; then whatever manifold paper is needed for extra copies, with carbon sheets alternating; and lastly your file-copy manifold sheet. Take this group of papers firmly with one hand at either side and, if necessary, align the sheets perfectly by hitting them with a slightly loose hold against your desk or table. The letterhead is at the bottom, facing away from you, and the group is now ready to be put into the machine.

If there are many sheets, the paper release should be released in order to catch them. Cut a piece of paper for an insertion guide: $8\frac{1}{2}''$ by approximately $3''$; fold it the long way almost in halves with a slight overhang for the thumb to use to open the guide readily. Slip this guide over the letterhead end of your papers—it will guide the group evenly into the machine. The inexpert secretary will be seen shifting the upper edges after her group is in the typewriter, in an uncertain effort to bring the edges together. The inattentive secretary is sometimes caught using her carbon paper wrong side up, so that she has her copy reading as in a mirror and on the back of the previous sheet, instead of on the intended sheet of manifold paper. Watch for this always, because it is irritating to have to take time for fresh copying because of a mechanical error.

The second run. In your ordinary work you may sometimes have to make a second run of a letter, statement, or memorandum. This requires peculiar attention; a copy of a copy is not the equal of a copy struck off at the time the original letter is typed, because there is possibility of error. It is the responsibility of the secretary to read it over with the utmost care against the original letter,

while her second run is still in the typewriter. If many figures are involved, or if particular importance is attached to the letter, you are often justified in borrowing the time of someone else in the office with whom you may read the copy aloud with word-for-word care. The top sheet of a second run will be made by the typewriter ribbon itself; it will not be a carbon impression and may be selected for the person to whom a best copy should be sent.

File copy. Only the experienced secretary realizes how many copies, made for her file, are never referred to again. Yet that experienced secretary knows *how important one copy may prove* to be when it is needed for a definite purpose—and she never can know in advance *which* one that will be. The efficient secretary likes to be able to lay her hand on the file copy of anything that may be called for. This depends in part on her careful filing, but it depends also on her regular preparation of copies for filing.

Initials on the file copy. The secretary has for her own keeping the file copy. The reason why the initials of the dictator and the transcriber must be typed on a letter or a memorandum lies right here. The man who is receiving the original letter is not interested in the initials of the secretary; he is interested in the handwritten signature of the person who is writing to him. On the file copy, however, these initials are of use, and it is important to grasp this fact. What we call the "identifying initials" show permanently in the file who was responsible for the dictating and presumably the signing of the letter and who was responsible for its transcription. When the secretary has to sign a letter on her employer's behalf, with her initial below his signature, she should note that fact on her file copy by writing in her initial at the place of signature, thus taking the responsibility for her transcription.

Second sheet for file copy. When the length of a letter requires a second page, it is customary to use a plain sheet of paper matching the letterhead in *kind* of paper. For the second page of the carbon copies two methods are used; the secretary should conform to the general usage in the office where she works. One method is to use the back of the first page of the manifold copy for page two. This means an entire rearrangement of the paper for the typing of page two, and that rearrangement must be made thoughtfully. The advantage for the files is that the copy of a two-

page letter is found entirely on a single sheet. The two disadvantages are that the transparency of the manifold paper sometimes makes reading of either side difficult, and that the two pages of the copy cannot be spread out for use. The use of a fresh piece of manifold paper for page two is the second method. The advantages are that the sheets can be laid out for reference, and that, if there is a third or fourth sheet, the same method is used for all.

Day-to-day file copy. Many concerns find it practicable to have two file copies of letters and memorandums. One finds its alphabetical place in the vertical file. The other takes its chronological place in a separate day-to-day file. This is done simply as a safeguard against loss of the file copy or to provide for emergency use when the file copy is not at hand. Here you should become acquainted with the meaning of the words *day-to-day copy*, so that you will know how to make one, if it is required in the office where you work. This is a separate carbon copy from the regular file copy and is often made on inexpensive white manifold paper. If you are instructed to make this extra copy of any or all correspondence, you must immediately fall into the habit of adding one sheet of carbon paper and your extra sheet of manifold paper to every "run" you make.

Extra carbon copy and its uses. Often information in a letter or memorandum should be passed on to other people than the one who is specifically addressed, and the simplest and most accurate way is to make extra copies, so that all concerned can see precisely how the matter has been stated. Such sharing of information is a part of the co-operation of business and often saves time and prevents misunderstanding. We have already called such a copy a partner of the original transcribed letter. Now let us look into the use and the handling of extra copies.

If the manager of a branch office writes a question to the main office, copies of the answer may need to go to all five of the branch offices, so that they will be equally well informed. Copies of a memorandum about a new rule for procedure in a concern may need to go to the head of each department at the same time. Before a committee meeting or a conference of several people it is frequently desirable to send out copies of a letter outlining matters that will be brought up. There are two distinct purposes in sending

copies to those concerned: to spread information to those who should have knowledge of what has happened or who should receive orders; to give information to one or more people whose advice or consultation is desired.

This possible partner of the transcribed letter sometimes absorbs quite a bit of the secretary's time. When extra carbon copies are made, she must be alert to note for whom; she must be deft in handling extra sheets of carbon paper; she must be accurate as a typist, so that some error in typing will not have to be corrected on every copy, for this takes time. Her first transcription must be correct.

In an office manual, or other instructions, the secretary may be told that certain types of dictation demand that routine extra copies be transcribed for the information of certain members of the office staff, or of branch offices. No member of the staff works by himself; he must keep informed about what others are writing and doing and saying, so that his own plans will be consistent with the procedure of the concern as a whole. The secretary must heed such instructions from the very first day if she would step into line with her associates.

Further than that, however, individual letters or memorandums may require copies for others than the addressee. We have seen that the secretary should come away from dictation with certainty as to how many copies she is to make of each piece of work. Now in the transcription stage she must be mindful of such orders. The dictator often indicates *at the close of the letter*, rather than at the beginning, that he wishes copies sent, for example, to Mr. Nash, Miss Osgood, and Mr. Forsberg. But notice that the secretary must take heed of this instruction *at the beginning of the transcribing*, in order to use the right number of sheets of manifold paper. It is, therefore, necessary during dictation, if possible, to turn back and note at the beginning of the shorthand: *3 C*, meaning three extra copies in this case. Do not depend on remembering this, or you may find that you have transcribed your letter to the finish before thinking to make your extra copies. Be sure to add to these three a fourth sheet of carbon paper and of manifold paper for your usual file copy. *The names of the people to whom extra copies are sent must appear on the file copy as a mat-*

ter of record. When a man says, "Make three copies of this for my own use," be sure that you add your file copy.

Under your identifying initials you will list the names for copies, checking them off so that you are sure that a copy is sent to each. Note that the unchecked fourth copy illustrated below represents the file copy.

```
EMP.sec
√cc: Mr. Nash
     Miss Osgood
     Mr. Forsberg
```

```
EMP.sec
cc: Mr. Nash
    Miss Osgood
  √Mr. Forsberg
```

```
EMP.sec
cc: Mr. Nash
  √Miss Osgood
    Mr. Forsberg
```

```
EMP.sec
cc: Mr. Nash
    Miss Osgood
    Mr. Forsberg
```

These names should occur in order of importance with relation to the business in hand. If courtesy tells you that no distinction should be suggested, arrange them alphabetically.

Signing the extra copies. The extra copy, which has been made for a special use, is not complete unless it shows the name of the signer. The person receiving this copy for consideration wishes to know who signed it, just as the addressee receiving the original letter expects to see a signature. *The secretary must, therefore, write in on the typewriter the name of the person signing the original letter, unless the typed under-signature makes this clear.* In the accompanying illustration notice the way in which this may be indicated on extra copies that are to be sent out. The word *Signed,* in parentheses, shows that here is a typed copy of the signature as written in pen on the original.

PENNED SIGNATURE ON ORIGINAL	TYPED SIGNATURE ON A COPY
Very truly yours,	Very truly yours,
G. B. Hardy	(Signed) G. B. Hardy
President	President

Finished work for the employer's attention. Finished work for the attention of your employer will usually include a variety of papers, such as

Letters for signature
Memorandums for signature (usually initials only)
Carbon copy of telegram as sent, for his approval
Transcriptions of records, statements, lectures, articles, reports (whether from dictation, rough draft, or other sources)

Letters and other matter needing the employer's signature or approval before the next steps in a transaction can be taken should be placed in a regular cleared place on his desk, at the top of the pile of completed work. These things will be ready for his early attention. You can then pick them up and push them on their various ways. When a rush letter demands immediate signature, you should take it directly to the dictator, if it is a proper time for interrupting him, saying, "Will you please sign this?" Then wait quietly for him to read it and affix his signature. Rush matter at other times may be clipped at the top of a pile, with a small red slip of paper marked *RUSH*. Some employers agree with their secretaries that such red slips shall always stand out on the desk as red flags for immediate attention.

You should find out during your first days in a position what your employer wants put on his desk relative to your transcribed work, because men differ in their demands. Among your most common questions will be these:

Letters. "Do you wish only the original letter put on your desk for signature?" In certain types of business the employer needs to have clipped with the letter all the material immediately related. On the other hand, many men wish to see only the letter; in this case, you will keep the addressed envelope with the carbon copy and related material clipped together on your desk. If any changes are made by your employer, you will make them on the carbon copy before folding the letter for the mail. The busy man cannot take time to handle envelopes or any unnecessary pieces of paper while he is concentrating on the important task of looking through what you have given him to sign; whatever can be kept together on your desk is then in order for your own attention.

Memorandums. "When copies of a memorandum are to be sent to people in the office or in branch offices, do you wish to sign them, as well as the original?" Sometimes such copies bear the typed initials of the signature only.

Miscellaneous data. "When copy has been made from your rough draft, do you wish to have the draft itself with the fresh copy?"

. It is a part of your responsibility toward transcription to remain aware of the items that have been made ready, and to have the related material on your desk and your employer's desk for the earliest possible move. When you put what you feel to be finished work on his desk, you should regard it as not really finished so far as you are concerned. Collecting papers and signed letters from the employer's desk is a regular duty. This work of yours has been typed with a purpose and must be on its way as soon as it has his signature or other approval. The moment when you can take such things from his desk depends on when he can find time to attend to his part; but the next and immediate step is yours, and you will learn to know in general when to expect his signing of letters.

Take pride in your transcriptions. The secretary who has pride in her work pays attention to the perfection of her transcriptions. Whether in a long piece of typing, running over many pages, or in the briefest of memorandums, the same quality comes from her machine. Even in the face of distractions immediately about her, she can be depended on day in and day out for good work.

While your work cannot all be superb, it can be acceptable. Extreme care should be applied where special results are needed. Lesser care—but never carelessness—will do where ordinary results are required.

The rules for good typing that you already know are your guide. The spirit of transcription rests on a foundation made of many details, which must be integrated intelligently by you into different patterns for different pieces of work. They include

Noticing the approach of the end of a page
Looking up the spelling of a strange word
Paragraphing in good taste
Avoiding hyphens at the end of more than two consecutive lines
Numbering the pages carefully
Having a sufficiently fresh ribbon
Centering headings exactly
Using an even touch
Selecting the right paper

In the office you will be the only person in possession of the shorthand notes that represent your employer's serious thinking. Yours will be the only typed record of those notes. You should be alert to meet your own transcription problems. When the right way is regularly followed, correct work habits are formed; then details of procedure need no further attention. The traits of initiative and judgment, as well as of patience and industry, will mark your week's output of the transcription that falls to you.

CHAPTER SEVEN

RIGHT THE FIRST TIME

Concentration on each task. The secretary must know how to "come to attention" and to hold that attention through every task. "Right the first time" is the secretary's slogan for all her work. Correcting mistakes may take not only your time but also the time of others. No secretary can be infallible, yet there are many duties that should be handled right the first time. For example,

The secretary must get instructions the first time. This means careful listening.

She must call the correct telephone number.

She must copy the right address on each envelope.

She must put the right letter (with the right enclosures, if any) into the right envelope.

She must total figures correctly. If these are copied within a letter, for instance, the total must be right and it must be copied right the first time.

She must file correspondence exactly where it belongs—not somewhere near where it belongs.

She must greet a frequent business caller by the right name. No one likes to be told, "I must have confused you with someone else."

She must remember to make a hotel reservation for the right date.

The transaction that the secretary handles correctly today may depend on her intelligent grasp of past, present, and future. If she has been alert in the past, her memory will serve her correctly; if she is interested in the present, she will apply a keen mind to what she is actually doing at the moment; if she has proper regard for the future of the business, she will be eager to handle the task well because of what it may lead to.

Reaching your employer's standard. Your standard of usable work for an office must equal your employer's standard. Transcriptions that are right when ready for his desk require threefold integration.

Skills. Your techniques must assure

Writing and reading shorthand correctly (or correct handling of the dictating machine record or the stenotype tape)
Swift, accurate, neat typing
Resourceful correction of errors

Understanding. Your knowledge must cover

Words, as to spelling, capitalization, syllabication, meaning
Grammar
Punctuation, paragraphing
Making the right sense, through awareness of the part of each word, of each sentence, and of each transcription as one of a related series

Traits. Your personality must be ready to give

Attention	Foresight for possible errors
Intelligence	Judgment
Poise	Ingenuity
Interest	Accuracy in handling detail

Rightness and speed. It is true that a letter must be ready for your employer's signature the first time you put it on his desk. Even though *you* have had to make corrections, *he* should find it correct. From the standpoint of the business or professional man, nothing except what can be used for its purpose is acceptable.

In the matter of transcription, however, there is now and again a secretary who goes too far in her insistence on perfection; she is never satisfied with the appearance of her letters. She copies and recopies for minor corrections with painful meticulousness. She must learn to recognize that there are occasions when the employer's standard is speed rather than absolute perfection. When he is thinking out copy for a very particular letter, or a lecture, or an advertising circular, he may wish to work over several successive revisions. Every fresh revision that you copy must be wholly legible and correct, but only the final copy of his last revision need be perfect.

Watching for inadvertent mistakes. Every man knows that he may make what is called a "slip of the tongue," especially when he is engrossed in a weighty business problem. The secretary must never

be so preoccupied that she neglects to notice and right these mistakes. She must take a helpful, not a supercritical, attitude toward such mistakes on the part of her employer. She must remember that his wider experience, more mature judgment, special ability, and knowledge of the business combine to guard him from many



A large reference library will undoubtedly be available to the secretary in a large organization, but all secretaries should know how and where to look up unusual words and phrases to ensure accuracy in typing.

errors that she might make if she were in his place. Those four points are worth remembering, because in them lie some of the reasons why a secretary should respect her employer and fall willingly into line with his ways.

Employer and secretary are interdependent. She depends on him for instructions; he depends on her for carrying out those instructions with good judgment. The question of calling a man's attention to his errors is sometimes a delicate one, yet his secretary must protect the business in hand for his sake.

Frequent dictation hazards. The secretary must understand what her employer's dictation means; but more than that, she must be able to catch his slips in grammar or vocabulary. Following are some of the errors most frequently made in dictation.

Unintentional repetition. This may be of a word, phrase, or idea.

Incomplete sentence. An incomplete sentence must never be transcribed, even if it has been so dictated, unless it is purposely planned in an unusual style (for example, a brief exclamation). A subordinate clause is not a sentence.

Misplaced "only." For example, "He only had one sign painted" dictated incorrectly for "He had only one sign painted."

Misplaced "not only" and "but also."

Confusion of "shall" and "will," "should" and "would."

The extra "that." The use of a superfluous *that* is a frequent error when a phrase or clause interrupts a sentence. For example, "He was told *that* in the event of difficulty in getting here *that* he should communicate with us," given hastily for "He was told *that* in the event of difficulty in getting here he should communicate with us."

The use of "if" for "whether." For example, "I wonder *if* I could see you, if I decide to go to New York next week," dictated incorrectly for "I wonder *whether* I could see you, if I decide to go to New York next week."

Inconsistent change of clause construction within a sentence. For example, "I would appreciate it if you would tell me with whom to get in touch and also any assistance that you might give me in this matter," incorrectly dictated and demanding some such revision as this, "I should appreciate it if you would tell me with whom to get in touch and would give me any other possible assistance in this matter."

Hanging participle.

The use of adjective for adverb.

Disagreement in number.

Involved sentence. A sentence that is too prolonged by use of one *and* after another should be cut—but cut with good judgment—into more than one sentence, or one part should be subordinated to the other. For example, "I called to see you and you were

not there and so I am asking you to let me know by telephone about the color," loosely dictated for "I called to see you and, as you were not there, I am asking you to let me know by telephone about the color."

The double negative: confusion of or *and* nor. Regardless of how frequently the dictator doubles the negative, the secretary must transcribe the intent of his dictation by use of one of these correct combinations:

not	followed by	*or*
not either	followed by	*or*
neither	followed by	*nor*

The use of "who" for "whom." For example, "*Who* does this report go to?" hastily dictated for "*Whom* does this report go to?" or "To *whom* does this report go?"

The inadvertent antonym. Sometimes a preoccupied dictator will say exactly the opposite of what he means. For example, he may dictate at the close of a long discussion, "This, therefore, seems less expensive in the end," when he really means to say "This, therefore, seems more expensive in the end." This error is the type that a secretary will correct if she is sensing the meaning of what is dictated.

When an extraordinary change is made by a secretary, she may find it best to put a penciled question mark in the margin to call her employer's attention to any doubt that she may have about taking such a liberty. If he signs the letter, she may assume that her change stands approved.

CAUTION: Of course, no changes should be made in dictation as given unless you know that your employer expects you to use such initiative.

RIGHT USE OF WORDS

As a part of her efficiency, a secretary must know *how to use words.* Five important aspects are outlined below.

I. Spelling—for right appearance
  A. Form
    1. Number
    2. Tense

3. Hyphenation
4. Possessive
5. Abbreviation

B. Capitalization of proper names
C. Italicizing of foreign words
D. Division of words (syllabication)

II. Vocabulary—for right meaning
A. The exact word
1. The synonym
2. The antonym
B. The well-chosen word
1. Clearness
2. Simplicity
3. Sound

III. Forms—for right construction
A. Noun or pronoun
1. Number
2. Case
B. Verb
1. Number
2. Mood
3. Tense
C. Phrase or subordinate clause
1. Form
2. What it modifies
3. How it modifies
D. Sentence—as to its completeness

IV. Punctuation—for right sense
A. Each mark for its right purpose
1. The explanatory word
2. The series of words or phrases
3. The closely knit phrase or clause
4. The parenthetical word, phrase, or clause
5. The sentence as a complete unit
6. The paragraph as a complete unit
B. Each mark in its right position

V. Choice and arrangement—for right style
A. The idea
1. As intelligently thought out
2. As arranged in logical order

B. The art of expression
   1. Freedom from trite words and phrases
   2. Simplicity
   3. Brevity
   4. Clearness
   5. Smoothness of reading
   6. Force
   7. Variety
   8. Appropriateness

Importance of spelling. The words that you send out over your employer's signature are not spelled by him; they are spelled by you. It is, therefore, important as a part of your business ability to know

How to spell all commonly used words

How to spell words peculiar to the particular business you enter, as soon as possible after taking a position

How to catch the sound of any strange word that comes to you in direct or machine dictation

How to look up strange words intelligently and swiftly

How to spell all forms of words, for example:

The plural of *analysis* ..... *analyses*
The past tense of *prefer* ..... *preferred*
The noncompounded word .... *classmate*
The compounded word ..... *money-making*
The possessive case (singular) .... *friend's*
The possessive case (plural) ..... *friends'*
Authorized abbreviations ..... *C.O.D.; e.g.; etc.*

How to capitalize proper names, for example: *Civil War, Rio de Janeiro, New Year's Day.* By custom certain words require the courtesy of an initial capital letter. Notice the necessary capitals in your own name and address. The kinds of words requiring capitalization must be familiar to the secretary. She must never neglect these, any more than she would think of writing: *the united states of america.*

How to type italicized foreign words, for example:

esprit de corps

How to divide words when necessary, for example: *neces-sary*

Word division—three principles. Where shall the hyphen be placed when a word must be divided at the end of a line? You can meet this question squarely if you understand certain guiding principles and a few simple rules. The secretary who has to look in the dictionary too often for the division of words is worth less to an employer than is one who knows where words should be divided.

When you approach the end of your line with a long word, your first thought should be "Can I avoid dividing this word?" If you must divide the word, test your point of dividing by the following three questions:

How is the word pronounced? Pronunciation divides a word into its syllables. Each syllable of a word is pronounced with a single effort of the voice. If you will say the word *pro-nun-ci-a-tion* with an exaggerated jerk for each syllable, you will see that each effort of your voice marks off a syllable. And you will also notice that each syllable has one or more vowels as its core.

There is perhaps no better way to illustrate how the correctly divided word depends on ease of pronunciation than by the division of a few proper names. The following proper names are incorrectly tied together with hyphens: *Dorot-hy, Fra-ncis, Edw-ard, Winne-tka.*

This principle of pronunciation is so certain a guide that you can plainly see how it works with similar words having a slightly different accent. For example,

The noun *rec-ord:*	He made a *rec-ord* at vaulting.
The verb *re-cord:*	I will *re-cord* his score.
The verb *pre-ferred:*	She *pre-ferred* blue.
The noun *pref-er-ence:*	Her *pref-er-ence* is blue.

What does the word mean? The meaning of the word forces you to use your good sense in deciding which way to swing the syllables. Natural pronunciation and the meaning, together, guide you. Look thoughtfully at these words:

MEANING AS THE GUIDE	MEANING DISREGARDED
unbeliev-able	unbe-lievable
begin-ning	be-ginning
pocket-book	pock-etbook

Keep in mind that you should *help your reader to read.* Keep the meaningful basis of the word together whenever possible, whether that part of the word stays on Line 1 or must go forward to Line 2. The following examples show one of each of these simple types:

	MEANING IS HELPED	MEANING IS BLURRED
Line 1	The cashier gave seven-	The cashier gave sev-
Line 2	teen dollars in change.	enteen dollars in change
Line 1	The man has dis-	The man has dislo-
Line 2	located his wrist.	cated his wrist.

How will the divided word look? The appearance of the page, if necessary, must give way to the meaning of the word, yet it is the appearance of the margin that calls for the word division in the beginning. All things being equal, a word is divided most gracefully when it is given two good feet to stand on—a firm stand with one foot at the end of Line 1 and a firm stand with the other foot at the beginning of Line 2. For example,

> It is true that divi-
> sion of words requires
> wisdom as to hyphen-
> ation.

Word division—specific rules. When your typewriter bell rings, or when you "feel" the end of your line coming, let the use of the hyphen be your last resort. Never divide when the division would be misleading as to either meaning or pronunciation.

Awkward-looking division should be avoided. The following secretarial "No's" should become automatic in your typing:

No hyphen at the end of the first line of a page or of a letter. A divided word here gives a weak start to both sense and appearance.

No hyphen at the end of the last full line of a paragraph. This is especially important if the word is also the last word of the paragraph.

No hyphen at the end of a page. This rule must *never* be broken, because a hyphen cannot be expected to tie a word tightly enough together between two pages. It is thoughtless of you

to demand that your reader hold a part of a word in his mind's eye while he is turning to the following page.

No hyphen at the end of a line, if the two preceding lines end with hyphens. Seldom, if ever, should even two successive lines end with a hyphen.

In addition to these, the following rules with regard to individual words should be observed:

Do not divide words that are pronounced as one syllable, such as *frame, passed, helped,* even though the silent vowel gives the appearance of a second syllable.

Do not divide short words of two syllables, such as *only, ages.* Place can be found for such a word on either one or the other of the lines in question.

Do not divide before a syllable containing a vowel that is not pronounced—for example, the word *people* should not be divided.

A compound word that already has one hyphen, such as *law-abiding* or *vice-president,* should be divided on its own hyphen, if at all. One hyphen is all that a word should carry. In a dictionary a compound word that is to be typed with a hyphen of its own shows this hyphen as a longer and heavier mark than the shorter, lighter mark used to show mere division into syllables.

Do not divide proper names. Whenever possible, keep as a whole *Mrs. A. H. White, Mr. Fred Henrikson.*

Do not divide proper nouns, such as *Africa.*

Do not divide abbreviations, such as *M.D., 6:00 p.m.*

Do not divide figures, such as *$1,085.67 or 9,000,000.*

Do not divide addresses, such as *54 Park Street.*

Do not divide dates, such as *July 4, 1776.*

During your secretarial career set yourself this standard:

Whenever I look up a word for pronunciation, spelling, hyphenation, or meaning, I will learn that word then and there, and store it in my mind.

The secretary's vocabulary. Never use a word that is *nearly* right, when you can use the right word by choosing a synonym. If you need to think of the exact *opposite* of a word, you should be able to use the right word by choosing what is called its "antonym." Do not let the appearance of these two words, *synonym* and *antonym,*

make a good secretarial vocabulary seem difficult. You must adjust yourself to strange words readily if you are to become accustomed to the special vocabulary of the business you enter, whether it is insurance, or chemicals, or medicine, or dentistry, or photoplay production.

The dictionary is of service because it lists many synonyms and antonyms for you to use and to remember. The choice of the best word requires intelligence, because the very act of choosing means that you must understand the differences between the possible words. The dictionary often helps you at this point by showing the distinction. For instance, synonyms for *knowledge* may be given as *wisdom, science, information.* Then the distinctive use of each of the four is given, so that you can choose the best one for the particular sentence you are writing. This choice must be made swiftly by the busy secretary, and so attentively that she learns the word for permanent use.

Roget's *International Thesaurus, the Complete Book of Synonyms and Antonyms in American and British Usage* is an invaluable companion in an office whenever words must be chosen with special nicety. Here the synonyms are given down the page in one column and the antonyms related to those words are given in a second column. Words are found through an Index Guide at the back of the book. If you become interested in words, your transcription work in an office will be much less humdrum, and the original letter writing turned over to you by your employer will be more easily and more effectively put through.

Friends	Words that you can spell and know the meaning of	secretarial assets
Associates	Words that are peculiar to the business you are in and should be studied in business letters, booklets, advertisements	specific assets
Acquaintances	Words that you vaguely recognize, but cannot be relied upon to use	secretarial liabilities
Strangers	Words that you do not know and cannot spell	secretarial losses

Friends, associates, acquaintances, strangers. Words that you ought to be able to catch in dictation are divided into four groups. *They must all be readable in your shorthand notes, even though the strange ones have a phonetic spelling that sends you to your dictionary for their meaning and their spelling.*

You are the one person who can turn your losses and your liabilities into assets. The larger your group of word "friends" becomes, the more desirable you will be as a secretary. The type of position for which you can qualify will depend to a great degree on your vocabulary. The extent of your control of words will be revealed at the interview in which you apply for a position. Do not be afraid to use the best words you can command. If you have interest and courage to use a developing and improving vocabulary, your associates will respect you.

Slang has its uses; yet slang does not belong to good English. It often is resorted to by people who cannot think of a better phrase or word to use. It will pay you to be careful not to let slang be the thief that steals so much of your conversation that you cannot use good English when you need to do so. The use of *a-yer* or *uh-huh* for the word *yes* marks slovenly speech. Notice the best; read the best. And if, among certain friends, good English is not always spoken, do not be afraid to use it yourself. Watch quietly to see how whatever is not good could be differently expressed.

The secretary should recognize certain foreign words and phrases that are commonly used within our English sentences because some of them have a richness of meaning or a conciseness surpassing that of their synonyms in our own language. In a small dictionary you will find a section with foreign words and phrases spelled, pronounced, and defined. The more frequently used, however, may be listed in the main part of the dictionary in their alphabetic order. Certain of these should be familiar to the secretary. It is important to know their meaning and usage, because you must be sure that your transcription of them makes sense. It is important also that you know how they are pronounced, because of the way they will come to you—through the ear. If you are receiving dictation, you must be ready to make exact phonetic signs that you can decipher and turn into correct spelling. Notice, for instance, that in *esprit de corps* the final *t* of *esprit* and the final *ps*

of *corps* will not show in a phonetic symbol or sound on a dictating machine record.

In the midst of their business, men and women are naturally eager, filled with ideas, ready with words to clothe those ideas appropriately. Good correspondence is not cloaked in trite, stiff phrases or lacking in personal flavor. You will learn this for yourself when you try to write a letter on behalf of your employer and find that it is not easy to phrase sentences so that they will sound like his English. If his interests are wide, you must be ready for a surprisingly wide vocabulary.

Punctuation for right meaning. Punctuation separates words to make their meaning clear. Well-punctuated writing makes for easy reading. The makers of typewriters have had to recognize the part of punctuation in writing by providing keys for the following:

. : ; , — ( ) ? ! " ' / ( ) ( )

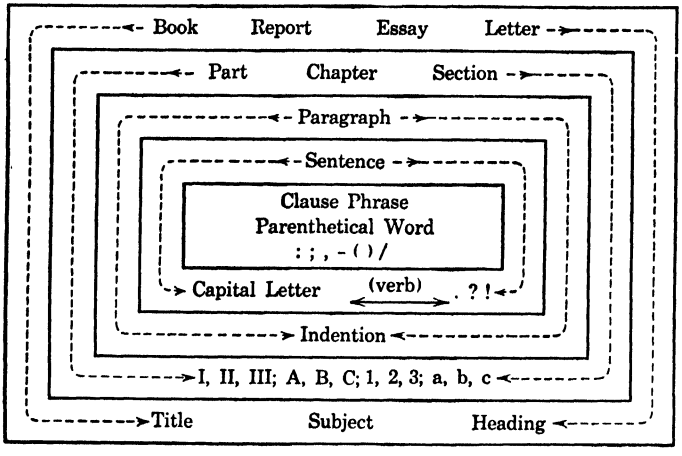
Punctuation in the large sense of the word *points off* divisions and subdivisions of written thought. We have

1. The book, or report, or essay, or letter, which is an outer division or unit
2. The part, chapter, or section, which marks off subdivisions within that unit
3. The paragraph, which points off those larger subdivisions into smaller units of thought
4. The sentence, which subdivides that thought still further
5. The clause, phrase, or parenthetical word, which gives an inner rhythm to the thinking within the sentence

The diagram on page 120 shows a cross section of what might be called a nest of punctuation boxes. The arrows show the units and the devices for marking them off. For instance, follow the arrow from Book around to Title; or from Section around to the letter *c*. Notice, in particular, in the diagram not only that a sentence begins with a capital letter and ends with a period, question mark, or exclamation point, but that *a complete sentence must have its verb*. Your employer is phrasing his words into sentences because those are the units of thought that will be understood by his reader. Your transcription must be intelligible to that reader.

All these units of writing and the subdivisions are aided by punctuation.

Anticipating correct punctuation. The busy secretary has not time to read over her shorthand notes before starting to transcribe. You must constantly improve your ability to *foresee* the beginning



Words are grouped to carry ideas. Paragraphing and punctuation help to make this grouping clear. Follow the arrows in this nest of boxes to see how large and small units are marked off for the reader.

of a new paragraph, or the setting off of a word such as *however* with two commas. Punctuation marks not seen in the notebook or heard on the dictating machine record must be seen in their right places on the typed page. Punctuation marks are necessary accessories to typing, even though they cannot be recorded with the swift-writing pen that is taking dictation.

The paragraph points off groups of sentences just as the period punctuates the sentence itself. You must thoroughly accustom yourself to taking responsibility for paragraphing. Some dictators indicate with care whenever they wish to begin a new paragraph. Others do this never, or at best irregularly. *You must catch in advance where the old paragraph ends* in order to catch in advance where the new paragraph begins. One of the most annoying demands for the eraser comes when part of the first sentence of what should be a new paragraph has been typed by mistake at the

close of the old paragraph; in fact, this error may require starting the page all over again.

Importance of paragraphing to filing. One of the important responsibilities of filing is the cross-referencing of subjects within a given letter so that the correspondence regarding any one of these subjects can be traced. Each paragraph of a letter may deal with a different subject from the other paragraphs; or each paragraph may deal with a fresh aspect of one and the same subject. It is when you are in the act of transcribing that you should be aware of this topic content so that each paragraph may be an intelligible little unit of its own, either definitely carrying on the subject of the entire letter or partitioning off its own subject. If you paragraph your letter carefully, you will be able to file and find your carbon copy more efficiently. Besides, the secretary who handles the original copy that goes through the mails will be better able to file the letter received. Some business concerns require *a separate letter or memorandum to be written for each separate matter.* This may often mean a letter or a memorandum with one paragraph only. This has a distinct advantage over a long letter covering several subjects.

It is true, however, that many letters do cover a variety of topics, even though they are sometimes closely related. For instance, a contractor for a building may write a letter to the architect about a variety of facts connected with the flooring of different rooms. Here the paragraph comes forward to set off different aspects. Sometimes one sentence completes a paragraph, because it covers all that is to be written about the one topic. Paragraphs make for ease in reading, and they compel attention to one item after another. For the convenience of the recipient of a letter, as well as that of the writer—and of both secretaries—paragraphs are sometimes numbered. This makes each point stand out and emphasizes the necessity of attending to them all. The man who answers such a letter often replies to each point in the same numbered sequence. This is a good illustration of businesslike checking.

Correcting typewritten sheets. Now comes what may seem like a contradiction of the slogan "Right the first time." Every secretary makes mistakes, hard as she may try to be right in all that she turns out. The puzzle for her to solve is: How shall I correct this mistake

so that it will be satisfactory for the particular purpose in hand, and without taking too much time? To retype a complete page of typing wastes minutes. When you come across a mistake, think quickly how to correct it. Then do that. After that, forget it—but, if you can help it, don't make the same mistake another time. Someone once said that the man who never makes mistakes never makes anything. A secretary who is clever and patient in righting what is wrong is appreciated.

Read through—then correct. Always reread your typed copy before removing it from the machine. Remember that your final work should be free from *evident* erasures. Do not throw away work because of slight errors. While correcting them takes time, it does not take so much time as copying a page. Remember that a word is correctable where it stands if it can be rewritten with (1) the same number of strokes, or (2) one stroke more, or (3) one stroke less. Under usual circumstances, a punctuation mark can be inserted even without the proper space to follow it. Practice attentively the making of neat corrections. There is a variety of neat, approved methods that the secretary learns to use with judgment and ingenuity.

For carbon copies there are two qualities of corrections that may be required: the clear, perfect correction or the clear, rough correction. Notice that in either case *the correction must be clear.* It is often permissible to erase a minor error on the original copy only, without erasing that error on the carbon copy—when you strike the correct letter, it will be readable as a carbon strike-over on the *file* copy.

Putting through corrections on several carbon copies is a fussy piece of work. Whenever possible, make your corrections of typing errors while your sheets are in the machine. To erase the error, follow this procedure:

Turn the point of error above the roller.

Place a stiff piece of cardboard behind the error on the ribbon copy; one 6″ by 4″ is handy.

Hold all firmly together with the left hand, but avoid creasing the paper against the edge of the cardboard while using the eraser with the right hand.

Repeat the erasure against the cardboard on the successive copies, allowing no eraser particles to cling to the carbon paper.
Remove the cardboard and type the correction.

It will be found that this cardboard can be kept clean more easily and handled more efficiently than several strips of paper, which become smudged with carbon. This method also prevents the mistake of leaving strips of paper in the run, with the result that the correction fails to print on the carbon copies.

There are many occasions when the best typist is the one who does make changes but makes them well. They must be readily intelligible to the reader: the eye should be led swiftly to a marginal note, or an inserted page, or a footnote, or a brief insert attached to the side of the sheet. The piece of work that is subject to typed or (sometimes) handwritten alterations may be a minor interoffice memorandum, the first draft of a manuscript, data to be kept in the files for possible office reference, or an informal transcription of notes taken at a conference, to which an employer may make additions. Getting yourself out of mistakes with the least fuss and the least expenditure of time is an art that must be cultivated. *Work that is wrong must be made right.*

CAUTION: There are certain legal documents that must have no alterations whatever. They are to stand over responsible signatures and, in the eyes of the law, any changes might well have been made after a document was signed, rather than before.

Catching your own errors—snags to watch for. It takes an alert eye and an alert mind to catch your own errors. There are two ways of checking what you have written: by reading over to yourself before your copy is removed from the typewriter; or by reading over with someone else, in the case of very important or exact work, after copy has been taken from your machine. When you are checking over alone, your eyes must frequently glance from the typewriter to what you have been transcribing from, especially if this was rough draft or included data filled with detail, figures, proper names, unusual words. Your eyes must shift back and forth to successive points down your two pages—from copy to copy. Trace down the source copy with a ruler or a piece of stiff paper,

while you follow down the copy in the machine with the left forefinger, as you look back and forth. For quick comparison of two sheets, curl the sheet of the old copy against the sheet in the machine, so that your eye can conveniently match one sentence after another. In this way, follow down the two sheets togther.

When an error is found, put a light pencil check mark (✓) in the margin, which can be readily erased after the correction has been made. In some cases you will need to underline the error lightly also, or to put a light caret (∧) to show where an insertion should be made, writing in shorthand lightly in the margin the word or words to be inserted. This last refers to manuscript work or informal memorandums, not to usual correspondence.

In checking over copy, you must, of course, watch for such errors as we have discussed: spelling (including capitalization and syllabication), grammar, use of words, paragraphing, punctuation, and sense itself. Obviously you must catch actual typing errors, such as transposition of letters or figures, spacing between words, and necessary tidiness of the work. Any typist is aware that there are special quirks to which the human mind and human fingers are subject; if we know what they are, our eyes may be sharp to detect them. Reading over copy is a supreme piece of detective work for certain contingencies.

Omissions. If you fail to trace down the page of what you are copying with care, you may make an omission of a word, phrase, sentence, or paragraph, especially if a word recurs, so that you go on from its second appearance, omitting all between. Or you may fail to go back to the right place after copying an insert.

Repetition. This happens sometimes when the typist is interrupted by the telephone and returns to the wrong place in her copy.

Transposition of letters or words. This may happen when you are in a hurry or when some distraction is allowed to bother you.

Omission of items. When you are copying a column of items, such as a list of purchases on a bill, a list of names, a column of figures, you can double-check swiftly, not only by reading over the actual typing but also by *counting the number of items required* and then *counting the number of items you have copied.*

This is to be looked out for especially when there is any similarity in the items, as in the following lists:

FOUR ITEMS EXACTLY ALIKE EXCEPT FOR THE LAST COLUMN

5 yards orchid voile #467
5 " " " #281
5 " " " #282
5 " " " #599

THREE IDENTICAL NUMBERS IN A COLUMN OF FIGURES

$540.00
132.00
35.00
35.00
35.00
478.00

Incorrect or omitted date. The use of the correct date is of vital importance in business. When writing *Wednesday, April 5,* avoid error in either the date itself or the day of the week; they must be paired correctly for the intended date.

Name and address. On both letter and envelope or in lists of names and addresses, watch unusual spellings, transpositions of letters, middle initials, figures of address. The figures involved in street addresses are important, especially on long streets. Correct room numbers or apartment numbers have the same importance. When you find an error of this kind, erase it thoroughly; do not strike over the number, as this will seldom prove readable.

Figures. Figures must be written with absolute correctness. When you reread your typed copy for possible errors in figures, these hints may be followed:

Watch carefully for transposition. For instance, there is a great difference between $5500 and $5050.

Watch carefully for your point. For example, what is the difference between copying $49.00, $4.90, and $.49?

Is there any figure that you often strike wrong? For example, do you frequently have to erase a zero (0), when you meant to use the key for nine (9)? If this is true, use the best methods to drill yourself until you have eradicated this nuisance to your accuracy.

Compare figures given in dictation with the letter you employer is answering or any other data at hand, as a careful checkup.

Correct consecutive paging must be watched. When you are copying a report that is to be read aloud by your employer at a meeting, you will confuse him if you number two pages with the figure **5**, instead of **5** and **6**, or if you skip **6** and run from **5** to **7**.

Additions of numbers, or subtractions, or any other results of arithmetic must be copied correctly and checked with care. You will be responsible for what you copy. It must make arithmetic sense.

Whatever figures you type must be mathematically correct. No secretary can expect to escape handling figures. The fundamental processes are tools that must be kept sharp for dependable use day by day. If you have difficulty with arithmetic, you should apply yourself vigorously to improving your skill with figures. If you "have no figure sense whatever," this may not be the vocation for you, for the correct use of figures may be demanded at any hour of the day for

Itineraries, including timetables, prices of tickets, mileage, dates
Postage, including first-class mail, parcel post, special delivery, air mail, money orders
Tabulation, often including totals, deductions, dates
Estimates or business proposals
Invoices, bills
Receipts and payments, including bank deposits, bank statements, making of checks, and keeping of checkbook
Purchase orders, cost cards
Measurements, as for an architect or contractor
Style of fabric numbers
Reports and statistics
Pay roll

Your figures must be right; they must make the intended sense. The efficient secretary never copies figures mechanically; she watches for their meaning, in order to be sure that what she puts on her employer's desk is correct and, therefore, immediately usable for its purpose.

Numerical snags—proving. When you are tired or hurried,

watch your typing of figures; then watch your checking of those figures with special care. At such a time, when you are supposed to copy the figure, $198.00, your fingers may type any one of the following:

$189.00
19.80
1.98
998.00
918.00

This is, of course, as true on the adding or billing machine as on the typewriter. *Figures demand exact copying followed by exact checking.*

In proving addition or subtraction that you have typed, be sure that you realize what the word *proof* means. If you go over these processes twice in the *same* way, you are likely to make the same error; but by using a *different* way you presumably will not make the same error a second time. This is like driving over a road to town and then back. The road is the same, but you see everything from the reverse point of view. The following example of adding shows this point, as illustrated by columns *A* to *C*. (*A*) The secretary first finds the total of the column while it is in her typewriter, by beginning at the bottom and adding up, obtaining a result, let us say, of 219, which she notes in pencil on scratch paper. (*B*) Then, by way of proof, she begins at the top and adds down—this time obtaining a total of 220. (*C*) When she discovers that her answers are not alike, she begins at the bottom again to prove which of her two answers is right, and *types in the correct* 220.

A	B	C	D	E	F
55	55	55	298	298	298
71	71	71	165	165	165
94	94	94	(133)	(134)	133
(219)	(220)	220			

To prove subtraction while the copy is in the machine, as illustrated by columns *D* to *F*, the secretary proceeds as follows. She first subtracts 165 from 298, noting the result shown in *D*. To prove her answer, she adds 133 to the number just above it, 165. Her

total is exactly the top number, 298, showing that her first result is correct. If she had by error obtained a result of 134, as shown in *E,* her proof by addition would have revealed this error to her, since 4 plus 5 does not equal 8. When a correct proof has been made, she *types in the right result, 133,* shown in *F.*

Small examples of arithmetic you can quickly check without outside assistance. If, however, an adding machine is at hand, you should acquire the habit of stepping to it for almost all work with figures. (1) Type your figures on the adding machine direct from the figures to be transcribed. (2) Check your adding-machine strip by the figures you have transcribed. (3) You now have the correct total and have checked your actual copying by an indirect but good method. It will pay you to know how to multiply on the adding machine—a simple process—for purposes of checking multiplication, such as a series of percentages. Many secretaries are without this particular bit of secretarial knowledge. Of course, the calculating machines have their place in checking, but not all styles give you a printed slip to use for direct checking of your transcription.

Train your eye always to detect a figure that has its digits copied in the wrong columns so that the point is out of place. Note the possible error in addition:

$ 1.11	$1.11
2.02	2.02
$21.31	$3.13

Reading back. When you have typed an especially important or involved piece of work, such as a legal document or a tabulated report, you may need to call on someone to read this over with you. Exchanges of this kind are often made between office assistants. For thoroughgoing checking with another person, these are reliable hints:

Who holds the copy? The assistant should hold the rough matter from which you have made your transcription. Her eye may catch some detail that your eye would omit, even on a second reading; and if you have the transcription in your own hands, you can indicate corrective marks to tell you exactly what changes you must make.

Who does the reading? If the piece of work is short, your assistant should do the reading, because you are leaning on her to catch what you may have overlooked. If, however, the reading lasts over a long period, you should alternate the reading, still holding the



Reading back copied material with another secretary is an excellent way to check an important or involved piece of work.

copies as indicated above. The variation will help you both to steady attention.

Voice. Place the voice at a level where you can read for a long time with the least expenditure of energy and still be heard with perfect clearness.

Attention. Such reading should be done with attention on the part of both the reader and the listener. One instant of wandering thought may let an omission or an error go by uncaught. It is easier to read attentively than to listen without letting the mind wander. The instant you know that your mind has wandered, you

should say, "Will you please go back to that last sentence?" Expert proofreaders or "copyholders" in a printing establishment are attentive over long hours of time, and this is a skill worth cultivating, if you find that much checking is required of you.

Interruptions. If either of you is interrupted by a telephone call, make a light check to show where you should take up your work on returning. If possible, ask someone else to cover your telephone for you; some checking, indeed, should be done in a room apart from any possible intrusion. Remember always that checking is not a mechanical task done for its own sake. It contributes to the perfection required for completing some piece of business. This fact may help to give you patience enough to last through what may be a long, monotonous duty.

Short cuts. The following two columns will show you some of the more or less usual short cuts in reading copy aloud. You can see that a page with many quotation marks may be read with a saving of time by the use of the abbreviated expression *quote,* instead of the four syllables in *quotation marks.* (Italics below show the short cuts.)

THE COPY	THE COPY AS READ ALOUD
She said, "This is a good idea."	*paragraph* she said *com quote cap* this is a good idea *point end quote*
I may be WRONG; I may be RIGHT.	I may be *all caps* w-r-o-n-g *semi* I may be *all caps* r-i-g-h-t *point*
I need six—or shall I say seven?	I need six *dash* or shall I say seven *question*
He stated: "Wednesday (or Thursday at the latest)."	He stated *colon quote* Wednesday *paren* or Thursday at the latest *close paren point end quote*

The tone of voice may be changed to show certain details. Of course, variations of these may be worked out, and the professional proofreader devises many short cuts. The principle for you to learn is that every detail must be clearly read and indicated and watched in checking copy.

Reading numbers. Great care must be taken in reading numbers aloud, so that the reader and the listener will understand each

other. Dollars and cents must be plainly distinguished by the reader. The following will show the problem of the cipher and the decimal point.

THE COPY	THE COPY AS READ ALOUD
$45.00	forty-five dollars
450.00	four hundred fifty
4,500.00	forty-five hundred
45,000.00	forty-five thousand
4.50	four fifty
.45	forty-five cents, three times
.45	
.45	

The figure for zero is either read "nought" or "oh." Different readers adapt their methods to their particular needs. You should be ready to adapt yourself quickly to whatever methods a reader uses with you, for you may learn some good tricks in that way. Be sure always that both reader and listener are together in their system.

Summary. All that you have been considering in this chapter may well give you confidence as a secretary. You have studied many important details that make for satisfactory secretarial output. You have been helped to methods of knowing what is right and of knowing how to correct what is wrong. Whatever is put in writing must be correct in so far as the secretary can make it so. Special verification of facts and of figures is frequently an assigned part of a secretary's job. But checking must always be done. No one is free from that necessity, even though she is usually "right the first time." You should check what you do yourself and what others give you to do.

Do not expect to be perfect, but try to do work that is right. Don't be afraid to go ahead, even though sometimes you may not be "right the first time." If you hesitate too long over one piece of work, your next piece may push so hard for your attention that you lose your poise, and poise is the very thing you must have if your work is to be right.

PART III

Handling Communications

CHAPTER EIGHT

THE DAILY MAIL

Mail comes—mail goes. Mail continually flows through every office. Handling it affords opportunity to use judgment, memory, intelligence, and vigorous interest. The way in which the secretary keeps individual pieces of mail moving shows whether or not she is alert.

When does the mail come in? When does it go out? The secretary keeps mail schedules firmly in her mind. If an important expected letter fails to arrive in the first delivery, she looks for it in the second. If a rush letter has been dictated, she gets it out in the next mail.

In a small office the early morning mail may be found in a postbox on the outer door or be received through a slot. You may have to sort and attend to it all for one employer or for several officers and departments, or you may have your mail brought to your desk by a mail clerk or an office boy. No matter how it comes to you, watch for it and do not let a single piece get stalled anywhere.

All mail recorded in the files. Before studying the ways of handling incoming and outgoing mail as two quite different problems for the secretary, recall the Link principle of Chapter 3. No matter how short a sequence of correspondence may be, the letters that you put into the mail must show their relation to other communications by mention of dates or by reference to a package being sent separately or to some other item. Each letter must stand as a record of whatever concerns it, so that in your files you will have the complete story in writing. For the letters that you have *written,* you will have carbon copies to tell your part of the story; for letters that you have *received,* you will have the signed originals.

Whatever comes or goes must leave its record in the files. Sometimes a detail is noted in pencil on a letter to make the record complete. If a package is shipped without a covering letter for the

files, the secretary fills out a form or makes some memorandum to record the shipment.

Attention to incoming mail. In thousands of offices the secretary is found attending to what she comes to think of as "her" mail. In large concerns, the mail may be opened and sorted by mail clerks; even then the secretary is called on to use judgment about the pieces that come to her desk. She may have many unfinished tasks waiting, but she gives undivided attention to each new letter as it passes through her hands. What that attention involves may be outlined as follows:

1. Classifying mail, with full understanding as to what should and what should not be opened by her
2. Opening and removing mail from envelopes efficiently
3. Date-stamping each piece to show its receipt
4. Checking the contents
5. Reading the letter intelligently
6. Attending to details she herself can dispose of *immediately*
7. Routing the letter to its proper destination in the office, and placing with it any necessary relevant material
8. Making sure that she carries out her own *further* responsibility for its handling

These eight tasks call for the exercise of mechanical skill, alert understanding of the business involved, and resourceful imagination. Unopened mail will come to your desk more than once a day. Delay in opening mail may hold back the flow of business. For the kinds of mail that your position requires you to handle, the best possible procedure should be worked out and then habitually followed.

Classifying and sorting—by the envelopes. Before opening envelopes, with either a letter-opener or a letter-opening machine, *look at the envelopes.* Opening a "Personal" letter is like taking a key and opening a private room, or like listening to a conversation which is not yours to hear. A letter to your employer marked *Personal, Private,* or *Confidential* should not be opened even when you are handling all the rest of his mail while he is away on a trip, unless you have had special instruction to open such letters, as well. All his business mail, however, even when it is marked

Attention of your employer, should be opened. Business mail addressed to specific members of the staff or to definite departments should be quickly distributed to them unopened, unless you are otherwise instructed.

Mail delivered by mistake to your office should be returned promptly for correct delivery, as it may contain important matter for the addressee. Mail to be forwarded by you to former employees or to staff members who are out of town should be readdressed so that the new address stands out clearly, and then remailed with proper postage.

If you sort mail for the desks of several people—and you may be the mail clerk who sorts for many, of course—work out a careful system. Sort the mail into regular piles across a desk, table, or counter. Watch your habits. Stand or sit in the place and in the position that will allow the most efficient use of your hands and arms. Establish a definite spot for the mail of each person, so that your attention can be centered on the names you are reading in quick succession. It is advisable to sort the first-class mail for each person into a pile apart from mail of the second and third classes, so that the recipient will be saved the trouble of a second sorting.

When sorting mail for your own desk, notice what has come in. If there are any especially important envelopes, you should attend to them at once. Choose the best procedures for work that you have in hand. Sorting mail demands a quick eye, concentration (especially if others are talking near you), and an orderly mind.

Handling things twice when once will do. In opening envelopes, the secretary tries not to handle things twice when once will do. Saving time and preventing confusion are two of her objectives, as she moves from one piece of work to another. Whatever she picks up is put down where the next step may be taken without unnecessary handling. Alert judgment can usually settle this matter as well the first time as the second. The incompetent, dreamy employee may be seen rearranging things with inattention and indecision. At the end of a half hour, the work may still remain to be done; she has made no progress.

During the secretary's day there are many tasks that require the first attack to be the right attack—particularly the handling of both incoming and outgoing mail. Precision of thought and action

should be the guide. Further than that, the secretary should group errands and pieces of work, to avoid duplication of effort.

Keeping caught up with your work depends on your own decisive way. Make it a conscious rule to touch only once whatever can be dismissed immediately, to touch only twice those things that should be settled on a second handling. Do not avoid a task or lay it to one side because you want to put off that task; sooner or later you must return to it, however unattractive it may be.

Opening the envelope. When you are opening the mail, the first handling of its contents should send it as far as possible in the right direction. Four valued rules for opening envelopes are

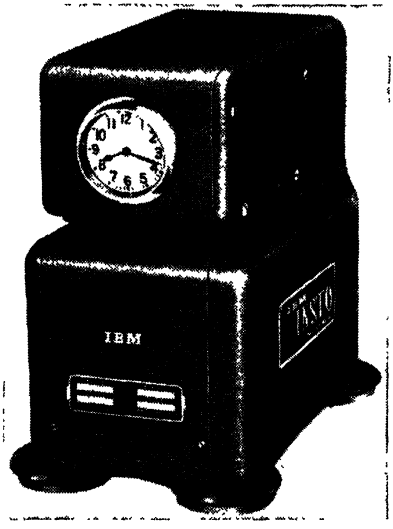
Open with the quickest possible motion.
Avoid cutting any of the contents, for instance, a check or a fold in the letter.
Take everything out of the envelope.
Keep the envelope with the letter only when that is the practice of your particular office, or when the envelope is needed for the return address, when this is not on the letter itself. Otherwise, slip the envelope immediately into the wastebasket.

Keeping papers unfolded. Mail or papers that come to your desk should be kept unfolded. When one or more pages are kept folded, time must be taken to spread them out whenever they are used and to refold them. Insurance policies, certain statements, and forms may be kept folded; but such a paper shows on the outer face what it is.

For swift reference, keep everything that you can in the flat, from the time it comes into your hands. If there are various bits of paper that belong together, fasten them together with a staple, a clip, or a pin. Papers that are kept in a suspense file, or in some special folder, should be left flat, to show at a glance everything that they have to say.

Date-stamping incoming matter. Have your date stamp close at your right hand. This stamp may indicate not only the day of the month but the time of the day, according to the requirement of your office. The principle to remember is this: *Much may depend on knowing when a piece of mail was received.* On a letter it is a good habit to stamp this receipt date above or below the typed

date. Incoming memorandums need their date of receipt also. Everything should be date-stamped except checks or other money remittances and documents, which should not be thus marred. On a circular, catalog, or printed booklet that definitely accompanies a letter or is sent by itself, the date is valuable. Here the date of receipt should be stamped more or less uniformly—on the front



00498

GEORGE & CO.

1946 AUG 2 AM 11:36

SIGNED_____

The time stamp provides an indisputable time record on every letter, telegram, or document received. (*International Business Machine Corp.*)

or the back cover or, if this interferes with printing, on the first inside page. If you establish a uniform method, you do not have to think each time where you will register the stamp, or hunt for the date when you need to refer to it later. Many office habits are formed for a twofold reason: quick reaction when doing the thing and quick reaction when referring later to the thing that was done.

To the experienced secretary date-stamping has a real importance, even though the act is many times repeated and is simple in itself. She has seen differences settled and misunderstandings straightened out by reference to this stamped date. She is aware of the usefulness of a date on each paper that represents a step in a chain of business procedure.

Checking the contents. " Is everything here?" That becomes the

instinctive question from the secretary as she empties her envelopes. She glances through the letter to check enclosures, which should be found noted at the foot of the letter but often are not. She notices whether any circular or package or order is being sent separately and either holds the letter or makes a note to watch for what is promised. If the letter lacks anything that should be enclosed, she notes that on the letter. She herself may write to the sender, calling attention to the omission and will have this letter ready for her employer to sign, so that he will not have to handle the error twice when once will do. In any case, she must keep a complete record of what comes in, so that she will not have to make such excuses as "I don't remember opening any catalog" or "It seems to me that came with the letter"—sentences that are characteristic of the secretary who does not take pains to make records for reference. Such records seem slight at the time but they are for her protection and for the smooth running of the business. Enclosures should be attached to their letters for your employer to see, unless some other routine is established.

The same principle holds true in opening packages; contents must be checked against an order or a list. The secretary acts as a receiver, and she must know what she has received.

When the secretary is date-stamping and checking the contents of the envelope, of course she reads the letter. She reads it thoroughly and speedily. This will help her when she takes the dictation that may be needed for answering this letter, or when she is asked whether a certain letter has come in.

Disposition of mail. With everything dated and accounted for, each piece of mail must be disposed of by intelligent reading, sorting, and routing to the person immediately responsible. *Telegrams and other incoming matter demanding haste are rushed to the right person and put where they will command immediate attention.*

In the chapter called "Carrying Through" you will see some of the procedures of the secretary with mail that she herself can answer. Her first thought is, "What should I do about this letter to save the time of others?" She takes out letters that she can attend to; she routes others to individuals or departments for attention; and she prepares for her employer's desk a pile containing only

what must take his time. Her employer, some other member of the staff, or she herself will be given the first responsibility for each item. It is her secretarial duty to put with each letter whatever may be necessary in the way of previous correspondence, data, or pertinent suggestions. If a subject line is typed on the letter, she lets this act as one of her guides in gathering material.

When routing opened mail to the attention of others, the secretary should make note of such matters as need to be returned to her desk. Interoffice mail may be taken about by an office boy or, in a small office, by the secretary herself. Matter may be rubber-stamped with the name of the person whose attention is requested. An interoffice envelope may be used to keep papers together.

In her routine disposition of mail as it comes in at various times through the day, the secretary knows that everything must be kept moving. With regard to incoming mail, the office manual of one large concern gives these instructions:

> Promptness is both a courtesy and a necessity. As far as possible make some sort of acknowledgment of every communication on the day it is received. If it is not possible to make a full reply, there should be a brief acknowledgment indicating when further attention may be expected, as "Tomorrow," "Within a day or two," or "At the earliest possible date." The secretary should be so trained that, if her superior officer is away from the office, either unexpectedly or otherwise, matters will not accumulate on his desk awaiting his return but will be at least acknowledged and, if possible, referred to someone else for necessary attention.

What to place on your employer's desk. If you were to ask fifty secretaries what they placed on their fifty employers' desks this morning, you would have fifty widely different replies. Mails vary. Businesses vary. Employers vary. And secretaries vary in their ability to understand what is necessary, what is helpful, what is efficient. One employer may, by the very nature of the business, need to have on his desk certain preceding related data. Another, having a remarkable memory, may wish only current mail brought to him.

One notable philanthropist expects his well-paid secretary to have on his desk answers to a part of the incoming mail, ready for him to sign. By experience she has learned how he wishes many

types of letters handled. See how she saves his time. He reads a letter, glances through the reply, signs it, and has to touch that matter but once. This is, of course, work for a super-secretary; yet in a smaller way, even one who is less experienced will, by anticipating whenever she can, help to release her employer's time. This is what is meant by the employer when, in his search for an adequate secretary, he asks, "Has she imagination? Has she foresight? Has she brains?"

In the spot on your own desk where you lay the incoming mail that is headed for your employer's desk will go all other matters that require his attention. The mail will come to your desk, let us say, from two to five times a day, and you will always attend to it promptly, because at any time it may include some matter of pressing importance. At suitable times, of which you yourself must learn to be the judge, you will put first-class mail in the place on his desk where he prefers to look for fresh correspondence. You will have special items at the top of the pile. Other mail, such as advertisements and periodicals, will be placed where he will understand that they await his convenience. In a temporary pile on your desk will go those pieces of mail that require data from the file or from your "pending" material, so that you may attend to things of one kind swiftly.

It is important for the secretary to feel her responsibility with regard to getting incoming mail to her employer's attention promptly; but she should recognize that this new mail is only a part of the flow from her desk to his. You may in a single trip to his desk have in your hands a pile that includes the following:

A telegram just received
Incoming letters with necessary papers attached
Memorandums from others in the office
Memorandums from you, including a telephone message
Material for an appointment about to be met
Second- and third-class mail
Outgoing mail ready for his signature
Pages that you have typed from rough draft or dictation—pages of an address, or manuscript for an article, or data, or reports, or specifications, or whatever it may be that he must glance over

In combining these, you are saving motions and you are interrupting him but once with your entrance and approach to his desk. You may also need to remind him that he has a committee meeting in another half hour. Many errands both written and oral may be combined in this one trip. If you learn to make these natural combinations with ease and intelligence, your employer will be likely to give you his interested attention when you do enter. He will know that when you come you come on important business—that you do not fly in and out with every minor matter.

Mail must be mailed. What happens between the incoming and the outgoing of letters? Activity of thinking and of doing takes place between Mr. Vane's letter to Mr. Drake (your employer) and Mr. Drake's answer to be mailed to Mr. Vane. This is like a conversation in writing; the two men talk back and forth through the mails. This same kind of talking together goes on also right in the office, when the treasurer sends a memorandum to Mr. Drake in the very next room and you transcribe the reply to the treasurer.

Just as the secretary keeps a keen watch for the flow of mail onto her desk and does not let any piece get stalled, so she must watch the flow away from her desk. A clerk may take your out going mail from a basket on your desk by a regular collection schedule. If so, you must be sure that you do not leave uncollected mail in that basket after his last collection. You should take this to a mailbox or a postoffice from which it will go out with due promptness.

If there is no one but yourself to get the envelopes actually into the mail throughout the day, this becomes a secretarial duty, rather than a clerical duty, within your particular office. You should make a personal study of the best service offered by your local post office. In a city, you may be able to depend on a letter chute in the corridor near your office door. At regular, frequent hours the mail will be taken from the box fed through that chute. The schedule of this collection will be on your desk and will gradually become familiar to you. In a small town, your office may be located near the post office or a postbox. The fewer the collections and the less the local mail service, the more vigilant must the secretary be in *getting mail into the mail.* She must learn when mails are col-

lected and how they are handled in her postal district; a half hour's difference in mailing a letter may make a day's difference in the time of its receipt. There is a margin of but a few minutes between having your letter "catch" a collection or train or delivery or special mailbag, and having that letter "miss" these carrying agencies.

What mailing involves. Envelopes may be sealed and stamped by machine. "Permit" mailing and postage-meter machines are used in large concerns. But the secretary should know how to carry through the whole process—to see that the letter is put in a properly addressed envelope with its return address, that required enclosures are made, that the envelope is sealed and stamped and then mailed.

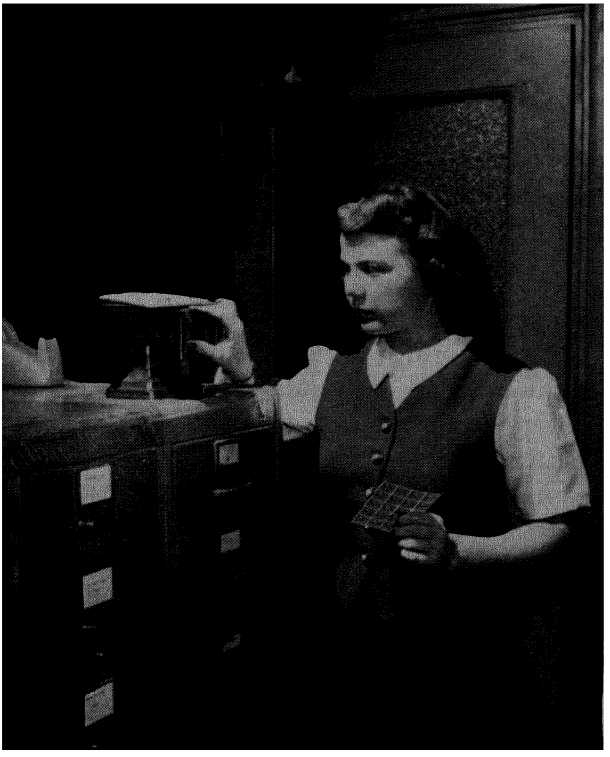
Enclosures. It is important for the secretary to recognize the nature of enclosures, especially if they have money value. Money should rarely be sent through the mails. Checks and money orders are intended for this purpose. In the haste of "putting up" mail, be sure that the right enclosures are in the right envelope. Do not fold enclosures if the envelope will hold them flat; folds often obscure writing and make matter less easy to handle.

Return envelopes or postage. The courtesy of enclosing return postage or a stamped return envelope is valuable when you are asking a favor in the nature of a reply or when you wish to get a reply in the way of information, or an order, or some show of interest in a business matter. Reply envelopes may be printed with your company's address for return correspondence; these have printed on them your government permit number and read: "No Postage Stamp Necessary if Mailed in the United States" and "Postage Will Be Paid by [addressee]." Return envelopes involve no expense to the one using them for reply.

Correct postage. Every outgoing piece of mail should carry the right postage. Know how to use your postal scales quickly and accurately, if you have not the services of a central mailing department. It is not good business to require your correspondent to pay part of the postage on the receipt of your mail.

Postage rates change. It is of first importance for you to know how to consult the *United States Official Postal Guide* at a post office or a public library. When you have gained information that

you may need again, make a written note of it. A small pamphlet of information may be obtained from a post office. Questions may be asked of postal clerks in person or by telephone. Be considerate of their time; state briefly and clearly your definite question.



Using postal scales quickly and accurately is a "must" for the secretary.

Learn the postage required for the types of mail most frequently sent by you. With first-class mail, distinguish between domestic and foreign mail. Important mail may be hurried on its way by air-mail and special-delivery postage. However, in some localities an addressee may not be reached by these means any more speedily than by the regular mails. Avoid running up unnecessary postage bills. Your promptness in transcription may do more to hasten a letter than would a special stamp. Special labels or rubber stamps

may secure special handling with such words as FRAGILE, HANDLE WITH CARE, FIRST CLASS.

Stamped envelopes. For economy you should learn about the price of stamped envelopes, which are bought at the post office and may have the return address printed or stamped on them. These will save you time. Stamped envelopes and postal cards spoiled in typing or in mimeographing should not be thrown away. If the stamps are uncanceled, the post office will exchange the spoiled envelopes and cards for new ones at a slight discount.

Postal cards. For economy, notices may be printed or duplicated to look well on a postal card. If a reply is wished, the double card may be used effectively. If you need definite answers, have definite questions printed on the return card, which should be addressed to your office. In setting up copy for such printing or in writing anything that calls for answering, be sure to make your questions clear and inclusive of all the details that must be covered.

Sealing. Every outgoing piece of mail should be sealed if it is first-class matter. If not, the envelope should be clasped or the package tied so securely that nothing can fall out during handling and transportation. Remember that, *if any writing is enclosed, the entire piece of mail becomes first-class mail, which must be sealed and paid for at that rate.* Enclosures of printed matter in a sealed envelope must be paid for at first-class postage rates. To save money, use second- and third-class mail whenever possible.

Registering and insuring first-class mail. The fine points of registering and insuring first-class mail require study and experience. Ask to have a receipt for registered mail returned to you, when the contents justify the extra cost. At a slight extra charge, you may demand that such a receipt be signed by the addressee only. You are then sure that an important letter will be delivered into the hands of your addressee. Keep such a receipt with care. When registered mail comes to you, know what you are signing. When you sign for your employer or for some other recipient, notice that there is a special line for your signature, or you may sign the name of the addressed person with your initials below.

On the envelope of a registered letter you should type REGIS-

TERED MAIL and, if desired, PERSONAL RECEIPT REQUIRED. In case of loss through the mails, file your claim in writing as soon as possible and then follow up that claim. In many offices it is a routine requirement that notation be made on registered letters, for example,

> This letter registered at the main post office,
> at 3:00 p.m., April 10, 1947.

Handling packages. At any time the secretary may have a package to wrap, even though clerks throughout the company may be employed to do such work as a rule. Have suitable wrapping paper and string ready. Care how a package looks, for its appearance reflects the business ways of the company. If you are awkward about wrapping packages, choose a variety of shapes and sizes of irregular contents for a package and practice until you can make trim corners. Try, for instance, three books of different sizes to be wrapped together in corrugated paper.

Getting the package off. On parcel post packages the address of the addressee and the return address must appear on either the wrapping paper or a gummed label. Packages of value should be insured as follows:

Be able to state the nature of the contents with a just estimate of the value, based on what you should collect in case of loss. The cost of insurance increases with your increase of valuation.

Record on the insurance receipt the name and address of the addressee and the contents of the package.

Fasten this receipt to your carbon copy of the letter referring to the package. If there is no letter, keep the receipt in your file under the name of the addressee.

When packages are sent C.O.D., it is expected that someone will be at the other end to pay the required amount on delivery. For such purpose you should have cash on hand to pay for incoming C.O.D. packages. The secretary should learn whether it is safer, or quicker, or cheaper, to send a given package by express. Here, again, she saves her receipt with care.

A sealed envelope with first-class postage may be attached to a package, which is then mailed at package rate, so that both will be received together. This is a helpful service—one not often enough used. It does away with the inconvenience of waiting for the package to come separately and then gathering the two together.

To whom is it going?—and where? The name and address on each piece of mail must be correct. If confidential information is mailed by mistake to the wrong name and address, you have failed in your trust.

Mailing lists. In your position you may have to keep mailing lists of varying lengths, such as the following:

List of names and addresses of people most frequently communicated with. This may be a card index kept in a drawer of your desk that is readily opened or in a small box on your desk. This is for frequent reference. You will come to know many of these—but never "guess" that you remember an address correctly. This list should be kept alphabetically and be made clear for the use of others who may substitute for you during your vacation or other necessary absence.

Lists of names and addresses of organizations or groups. You will need a list of names and addresses of the directors of your company and of other business groups. Your employer may be secretary of a golf club or of a branch of the Red Cross, to the members of which you will address notices. All such lists may be kept in card form, though it is often convenient to address a series of envelopes from a sheet list of names. At the close of your typing, be sure to check the number of addressed envelopes with the number of names.

Long mailing lists such as are used for circularizing. You may be expected to prepare and keep up-to-date mailing lists for different purposes. This takes resourcefulness in finding names. If you are in the wholesale stationery business, for instance, which concerns in your vicinity are potential buyers? Which ones have bought from your employer before? Which ones are his regular customers? Which ones have written to make inquiries? Your mailing list for any one purpose is made up of selected names from other lists, which you must know how to find; for example:

Classified telephone directories
City and town directories
Credit-rating books
Trade lists
Records on file in city, county, and state offices and in public libraries
Membership lists in sheet form, bulletins, books, showing members of organizations and institutions
Your own accounts and records from sales

Names must be selected with discretion because postage costs money. They may be kept by card index or in stencil form, ready for use on an addressing machine.

Each name and address must be accurately recorded at the start and then kept correct. Such lists are living, active aids to business, and the secretary cannot be too watchful of the details of her listing. Errors irritate the recipient; they are expensive for the company if they lead to nondelivery, especially if a series of letters goes out to an incorrect name or address. Returned mail should be checked against your lists. Prompt attention must be given to changes.

Some of the most frequent happenings that affect such a list are these:

A man may withdraw from a company, and the company may wish to drop his name. For example, the business name of Dodd, French, and Frame, Architects, may change to Dodd and Frame, Architects.

One company may buy out another, either combining the two names or ignoring one of them. For instance, the opticians, Lane and Norton, may buy out the store, equipment, and good will of the J. B. White Company, and Mr. White may come over into the new partnership. In an effort to keep the patrons of both former concerns, the new group becomes Lane, Norton, and White.

A woman may marry, changing her name from Miss Marjorie Aberdeen to Mrs. Charles R. (Marjorie A.) Clapp.

The address may change in the following respects:

The number of the room in a business building
The number of the apartment in a house

The number of the house on a street
A new street and number
A new town or city with new street and number
A new state or country

Important signals on the mail. In a course in typing you have often copied what may be called the important mail signals. They include such examples as these:

1. Subject: New Heating Apparatus
2. In re: Donnelly v. Chase
3. Attention of Miss Paine
4. Personal
5. (Enclosed is bill with our check for $4.50
   (Enc. 2
6. (We are sending the package by express.
   (By express – 1

The skilled typist knows just where each one of these signals should be placed for the attention of the reader. A secretary may know several right ways of arranging these signals. She chooses automatically the best way for her purpose, the placement becoming habitual with her.

On both incoming and outgoing correspondence each mail signal has a definite significance at both ends of the line. In the two columns of page 151 are illustrations of the six signals mentioned above. At one end of the line the secretary, Miss Prescott, as the sender, is careful to *write the signal;* at the other end of the line the secretary, Miss Loring, as the receiver, is careful to *catch that signal.* As you follow across from one column to the other, imagine Miss Prescott as sending a letter today and Miss Loring as opening that letter tomorrow morning.

These columns show clearly that four people are involved in each step—the two employers and their two secretaries. To whatever extent the two secretaries can attend to details with good judgment, by so much will the time of the two employers be freed. Miss Prescott and Miss Loring both apply themselves intelligently to the question, "What is in the mail?"

Miss Prescott, as the Sender:	*Miss Loring, as the Receiver:*
1. Heads her employer's memorandum to a tenant – Subject: New Heating Apparatus	1. Sees this signal, finds the carbon copy of her employer's letter, clips this beneath Miss Prescott's letter, and places the two with other mail on her employer's desk.
2. Heads her lawyer-employer's letter In re: Donnelly v. Chase	2. Catches this signal, finds in her file the folder containing her employer's data (or Links) about this case, clips the freshly opened letter to the outside of the folder, and puts the whole on her employer's desk.
3. Types in the proper place the signal: Attention of Miss Paine	3. Notices this direct request and uses the regular office groove for getting this letter to Miss Paine's desk.
4. Types Personal on the envelope.	4. Is always on the watch for this warning signal. *She does not open this envelope* but places it with the opened mail on her employer's desk.
5. Writes a letter saying that she is enclosing a check for $4.50 and a bill which she would like receipted and returned. She types Enc. 2 at the end of the letter and observes this signal herself by checking enclosures before sealing the envelope.	5. Observes the double signal and makes sure that the two enclosures are there.
6. Types from her shorthand: We are sending the package by express, and at the close of the letter: By express - 1	6. Sees the twice-given signal, places the letter on her employer's desk, and makes a note that the package should be received.

Each mail signal has a definite significance to the secretaries at both ends of the line.

CHAPTER NINE

MEMORANDUMS PREVENT FORGETTING

Remembering. The secretary needs a good memory. She has two very particular aids: (1) the active, intelligent interest that she determines to devote to her work, which helps to register in her mind what has been said, what has been written, what duties are before her, and how her employer wishes them carried through; (2) her conscientious use of the written memorandum, which helps to remind her of duties at the right time. Watch yourself and those about you for a day and see how many actions depend on the memory. Many activities you remember with little or no effort because they belong to your daily or weekly routine, or because you are especially interested in them.

Now the secretary must remember for two people—for herself and also, in part, for her employer. Notice that word *re-mem-ber* for its relation to *mem-ory, mem-orandum,* and *mem-orize.* No two days are alike in what has to be remembered. The secretary is always aware of such matters as "I must remember to do this" and "I must remember to see that person." In your office you find much to be remembered, and each thing will be important, whether in a large or a small way. *Your memory must serve you* for such varied purposes as these:

Winding your alarm clock so that you get to work promptly
Opening the mail whenever it comes in during the day
Asking the janitor to remove empty boxes
Filling your fountain pen
Buying a supply of postage stamps
Reminding your employer to send the monthly allowance to his son
Remembering the telephone number of your employer's bank

Many duties you must remember without the aid of any written spur to your memory. Such remembering proves that you are reliable.

At various points in this book you will make a study of the uses of four different kinds of reminders that are related to keeping an eye on the time: (1) the calendar pad, appointment book, and pocket reminder; (2) the written memorandum, which demands being taken care of; (3) the letter itself, which is to be answered and stays on the desk until attention is given to it; and (4) the tickler, "Pending" folder, or suspense file of follow-up work. In this chapter our special attention goes to the ordinary written memorandum. It may come to your desk for your employer or go from your employer to someone else. It may be on a formal printed blank or on a small plain piece of paper or on a card. But it must stimulate you to action at the right time.

Incoming memorandums. Memorandums that come to your desk from members of the staff must be promptly and thoroughly attended to. Any interoffice memorandum may contain something of immediate importance beyond that of all the incoming letters put together. For your employer's success the outstanding matter of a day may be the import of a brief telephone message that you place on his desk in the form of a memorandum. The pulse of business throbs not through the ordinary run of correspondence alone.

Outgoing memorandums. When you transcribe a memorandum to one of your employer's underofficers, do not regard it as "only a memorandum." It deserves to be transcribed neatly, accurately, and of course promptly; and a carbon copy should be made. When you are new in a position, watch carefully the memorandums that come to you from the best secretaries in your concern, and learn in that way the approved practices. If you are the only secretary, remember in particular these points:

Choose a large enough piece of paper for your purpose, whether it is one of your printed forms or a sheet from a plain pad.

Be brief, but not too brief to be clear.

Think of the typed memorandum as a miniature letter, and type each detail with care.

Questions in memorandums. Memorandums expect the persons

addressed to do something, or to find out something, or to give an opinion. Often a memorandum asks one or more questions. If the questions are not closely related, it is advisable to use a separate memorandum paper for each one, even though all are going to the same person. This makes for readiness in his handling of, and in your watching for, the replies—all of which he may not be able to make at once. Further, it makes for ease in filing, both for your carbon copies and for the secretary whose employer has received your originals. If you are making distinct points, have them numbered, and the answers will probably return numbered.

Your employer may have on his desk an unanswered letter that he cannot attend to until he receives the information asked for in a memorandum dictated to you. Here you see how important the memorandum may be. You must watch for the returns from that memorandum, so that the waiting letter may be answered without undue delay.

There is a value in asking questions in writing, even though the telephone is always at hand. In the first place, a question asked over the telephone interrupts the other person, whereas a written memorandum can be taken up at the recipient's convenience. In the second place, many questions demand consideration or the looking up of data, which requires time. In the third place, information in writing can be kept for reference.

The memorandum as a connecting link. In some positions you may be surprised to find how much of the detail of the business is carried on through a constant flow of what seem like small memorandums. But you will gradually see how these unite with more impressive steps in completing important business. The very shortness of a memorandum may mean that it has been worked out with the greatest care and should, therefore, be taken word by word in the most accurate shorthand. The memorandum may be the outcome of long and weighty thought on the part of the employer.

The secretary must be sure, day in and day out, that she can count on her trait of patience. Typing a series of memorandums is what may be called "fussy" work—with half sheets or even smaller pieces of paper, small pieces of carbon paper and of copy

MESSAGE for	Mr. Fellows
Hour	3:30 p.m.
Date	5/16/47
From	Mr. Graham of the Essex Company
Telephoned	X
Called in person	
Message taken by	S.E.C.

Mr. Graham would like to have you lunch with him next Thursday, the 22nd, at 1:00 o'clock at The Lincoln Hotel.

If that is a convenient day for you, I will telephone to confirm this.

This up-to-date message form conveniently allows block typing of the data above, by the use of the left-hand marginal stop, and wider block typing for the message below. For the *typed* message an unruled form is preferable; compare the ruled form for the *handwritten* message on page 365.

paper. You must study your motions when handling memorandums. When you have a whole afternoon of these short bits of transcription, you will need the poise that comes from a quiet interest in the meaning of your work. In so far as you care, you become a contributor to the welfare of the business. The monotony is broken for you because memorandums are the outcome of many different situations:

A telephone conversation
A message left in person by a caller
The regular dictation in your notebook or on a dictating machine record
Special dictation of a single bit, which your employer may call you to his desk to take or which he may dictate direct to your typewriter
A notation on the margin of a letter
A rough draft in your employer's handwriting

Memorandums to your employer. By means of the memorandum, you may need to remind your employer of some regular duty, give him a telephone message or a message from a caller, give him some necessary bit of information, make some suggestion. These memorandums will range from a slight notation, which you clip to an incoming letter, to a more formal report of facts that he has asked you to assemble. Page 155 shows a telephone message form filled out for the employer; page 157 shows a regular interoffice memorandum form with its concise message.

To freshly opened mail you may sometimes attach a small memorandum such as this:

5/7/47

Mr. Sanborn sent a letter to this man yesterday. Shall I hold this letter until a reply comes to Mr. Sanborn?

S. E. C.

Or you may need to put on your employer's desk a reminder in writing like this:

4/7/47

Mr. Franks:

You asked me to remind you toward the 10th of the month that you have a report to write for the Dealers' meeting on the 15th. I am attaching last year's report.

S. E. C.

You should be ready to help your employer remember to take things home. Near his hat and coat there should be a place where you will put personal mail addressed to him and his wife, maga-

INTEROFFICE MEMORANDUM

Date 1/5/47

Subject New office equipment

To Mr. Trent

From S.E.C.

Mr. Holmes, salesman for the Better Office Furniture Company, came in today and said that the six chairs we ordered can be delivered next week, but the desk will not be available until March 1. We are to let him know whether or not that will be satisfactory.

Memorandums are called into frequent use by the secretary and her associates. The modern form above, which illustrates on a small scale the familiar half-sheet memorandum, is designed to save the typist's time by allowing the same left-hand marginal stop to guide the typing throughout.

zines that he prefers to run through at home, packages that he has accumulated through noonday shopping. You will quickly learn his desires and habits in such matters, and you will assist him impersonally without giving offense. There are men who need a final reminder of evening appointments. Such a man is glad to find in

the band of his hat a brief note from his secretary saying, for example,

Meeting of Civics Committee in North Hall tonight at 7:45.

Memorandums for yourself. Your calendar pad should be relied on for brief notations for the day, but there are many minor pending tasks that should be noted for your memory because of interruptions and the variety of your duties. A running memorandum, or series of little memorandums, may be jotted down. Such a running memorandum may deal with several matters—questions that you must ask, reminders that you must give to your employer orally. After a period during which your employer has been "in conference" or on his return to the office after an absence, you may have quite a list of necessary items on such a memorandum. Words such as these will be adequate:

Mr. Hatch—to see E.
Call Mr. Dean

You dismiss the two items by saying: "Mr. Hatch would like to see you as soon as possible" and "May I get Mr. Dean on the telephone before Mr. Hatch comes in?" You then attend to these two errands almost simultaneously by summoning Mr. Hatch from his room and entering your telephone call to the switchboard.

Paper and form. The use of distinctive colors of paper for specific kinds of memorandums within an office is a timesaver. Many business concerns specify the uniform use of a given color for a given purpose. Or the secretary herself may have an opportunity to establish an intelligent system of uses for color, such as

Yellow half sheets for outgoing memorandums to branch offices or for interoffice communications
Green copy paper for her file (carbon) copies of these communications
Blue slips of paper (loose or from pads) for her memorandums to her employer
Red slips of paper for rush memorandums to her employer or to herself
Green slips of paper for ordinary memorandums to herself

This is simply an instance of how color may be made to speak when many papers are lying on a desk or in a file. Such a routine shows ingenuity if it is followed consistently.

Be sure that each memorandum is dated, that it goes to the right person, and that it shows from whom it goes. Frequently memorandums are not signed by the dictator, although he may choose to sign certain types with either his name in full or his initials. There should be some signature, however abbreviated, so that someone is shown as responsible. The typist may sign her own initials beneath her employer's name when she is authorized to sign for him.

The memorandum: filed—or destroyed? The secretary must decide whether a memorandum should be saved for her file or destroyed as of no possible further use. A written record of the complete transaction may be needed for reference; therefore, even a few words must be saved. Because memorandum sheets are as a rule smaller than the run of correspondence sheets in your file, they must be handled with care, so that they will not fall out of their places. A small memorandum for the files may be stapled to a cheap sheet of $8\frac{1}{2}''$ by $11''$ paper.

Memorandums usually are of temporary importance. Any memorandum containing confidential matter should be torn before being thrown into a wastebasket. While all employees must be trusted, it is true that what anyone does not know he cannot pass on. Files need not be cluttered with unnecessary data of any kind.

Memorandums serve the memory. Memorandums must be kept active. They should not be allowed to hide among unfinished papers. Memorandums never forget. They will retain in your files facts that no mind could be relied on to recall. When the secretary writes a memorandum of her own to an officer of the company, she must understand its exact relation to the work which that officer administers. She may not know how to take care of such details at first, but she learns by experience. Through such knowledge she becomes increasingly valuable to her employer.

CHAPTER TEN

TELEGRAPHING AND TELEPHONING

Four types of communication. The business that the secretary helps to handle depends on several kinds of communication. These may be written or oral, but they all depend upon the use of words. This points once again to the need of a ready working vocabulary.

It is wise for the secretary to study the various advantages and disadvantages of each kind, so that she will understand why her employer writes a letter for one purpose but prefers a telephone call for another—why he requests her to make an appointment for a conference with Mr. Allerton this week but next week will telegraph to him. As the secretary takes on increasing responsibility, especially when her employer is away, she should understand for her own purposes which to choose.

Written communications. Under written communications are included two groups:

The letter, memorandum, report, résumé, statement, circular, magazine article, or book
The telegram, night letter, cablegram, radiogram, teletyped message, etc.

Oral communications. Communications carried on orally are of two types:

Telephone conversation
Conference or meeting

Each communication makes its special demand on the one who frames and sends it and makes its special appeal to the one who receives and must attend to it. An incoming letter may require a reply. It is also true that an incoming telephone message usually calls for some further activity. The secretary knows how to write down such a message, to whom it should be given, when it should be given, and whether she ought to watch for an expected reply.

In a similar way, an outgoing telephone message may call for further action.

There is a real hum of business in an office where many are working at one time with these various types of communication—preparing the day's volume of mail; keeping the girl at the switchboard busy with incoming and outgoing calls; ushering callers in to conferences; and typing bills, long reports, and short memorandums. A buzzer summons a stenographer to take down and get off a telegram. The officer in the next room rings the interoffice telephone for word with your employer. The office boy brings the next lot of mail to be opened. You, as secretary, share in the orderly business of communication with others.

It is because the secretary helps her employer with these many kinds of communication that she needs to understand their function. But, in addition to aiding him, she herself must know how to handle them all independently. She must know

How to write a letter or memorandum
How to write a report of a meeting
How to phrase a telegram
How to meet callers
How to push steps ahead by telephone

When all these messages and replies and discussions are completed and one matter after another is settled, intelligent recording and filing are necessary. All types of communication place responsibility on the secretary. They give variety to the day's work. The lists on the following pages describe the advantages and disadvantages of the various methods of communication and the secretary's share in carrying them forward.

WRITTEN COMMUNICATION

Letter, Memorandum, Report, Résumé, Statement, Circular, Magazine Article, or Book

Advantages

Can be thoroughly thought over by the dictator or writer, and even rewritten

Can be thoroughly considered by the recipient or reader so that a reply or reaction can be weighed in detail
Leaves its written record for all concerned, for all time
Can run to some length, when necessary, with little additional mailing cost as compared with the cost of telephoning or telegraphing
Can be hurried by air mail or special delivery

Disadvantages

Takes time in the anticipating and covering of all the possible points of a matter, which are readily discussed in a face-to-face talk
Requires a secretary's time for the transcribing of one and possibly several drafts of a single communication
Makes for delay in reaching the reader

Secretary's Responsibilities

Opening and sorting mail
Gathering material from files before dictation
Taking dictation correctly
Transcribing the perfect letter
Composing the letter or memorandum, in some cases
Copying rough draft
Copying and recopying drafts of a manuscript for publication
Tabulating information, copying statements, making graphs, writing résumés
Preparing and mailing enclosures and matter sent separately
Addressing envelope or package correctly
Getting matter into the mails promptly
Making sure that all supporting data are in writing in the files
Keeping on the watch for replies

Telegram, Night Letter, Cablegram, Radiogram, Teletyped Message, etc.

Advantages

Speeds words, especially over long distances
Probably speeds reply, owing to the apparent urgency of a message sent by these more expensive methods
The word-for-word message can be caught for the files of both

sender and receiver, for further consideration and permanent record

The teletyped message has unique possibilities, including the reaching of several points with one message at the same time

Disadvantages

Expense, compared with the use of the mails

Necessary brevity, owing to expense

Secretary's share in outgoing messages

Taking dictation with the utmost accuracy

Transcribing or telephoning the message perfectly

Composing a message, from data given, concisely and clearly

Dispatching with speed

Knowing rates and kinds of messages

Confirming by mail

Watching for a reply with an eye on the business involved

Filing the carbon copy of the message and confirmation

Secretary's share in incoming messages

Taking the message over the telephone with absolute accuracy

Getting a copy of the message to the addressee immediately

If addressee cannot be reached, finding someone to take the responsibility, or taking care of it personally

Watching for written confirmation from the telegraph office and checking with the original copy as taken over the telephone

Following through to make sure that due attention is given to the urgency of the message

Filing the message as an important step in a transaction

ORAL COMMUNICATION

Telephone Conversation

Advantages

Makes possible immediate discussion back and forth between two people or more by use of the conference hookup. Permits the weighing of business together and the reaching of a conclusion without the delay attendant upon an exchange of telegraphed or mailed messages

Reaches the necessary man direct (by means of the "person-to-person" call)

Usually is allowed to interrupt and thus to gain immediate attention, whereas mail often has to wait

Offers opportunity for the interplay of personality, through tone of voice and manner of speaking; makes it possible to clear up any misunderstanding without delay; makes it possible for one person to guide the thinking of another, to exercise powers of persuasion

Is less expensive than an extended telegram, within a reasonable zone

Disadvantages

Is more expensive than mailed communication

Leaves no written record of the actual conversation, though confirmation can be made from notes taken at either end, so that the complete story can go into the files at both ends

Secretary's responsibilities

Getting connection intelligently, courteously, and swiftly for the employer

Or conducting the conversation and taking careful notes, which are in turn to be accurately transcribed for the desk of the employer

Or taking dictation from the employer following his conversation

Helping to carry through what may have been promised in the course of the conversation

Filing a written record of the gist of the conversation, when this is needed to make the whole record

Conference or Meeting

Advantages

Offers opportunity for two or more people to share a discussion, with papers and data before them

Is of special value in a discussion of constructive plans of any kind involving many details

Gives a chance to convince personally, not only by word and tone of voice but also by gesture, attitude, intent attention, courtesy of manner, smiling persuasiveness, and even humor

Makes immediate decisions mutually possible to a group
Allows personal presentation of written report, statement, or address on a matter, which can then be thrown into open discussion
Gives an opportunity for the necessary gathering of administrators—trustees, directors, officers, committees—for discussion of policies, decisions, passing of votes, elections and appointments, exchange of ideas, hearing of reports, and other business
Makes it possible afterward to send a report of the conference (or minutes of the meeting), either verbatim or in specific outline, to each person present

Disadvantages

Presents a difficulty in the setting of a time when all concerned can be present at a logical and convenient meeting place
Causes a waste of time for those who come from a distance

Secretary's responsibilities

Making appointments by telephone or mail
Recording appointments on the calendar pad
Reminding the employer of the appointment, if necessary
Sending out notices of regular meetings
Preparing data or statements or reports needed by the employer
Having that material and any necessary papers from the file at hand for the use of the employer during the conference
Showing in a caller or the participants in the conference
Taking notes during the conference
Taking related dictation from the employer after the conference
Transcribing all notes, with copies of reports or minutes sent, as may be required
Filing copy of any data gathered during or after the conference
Watching to see what work or reminders are necessary for the employer in carrying forward subsequent steps

SWIFT MESSAGES BY WIRE

Preparing telegrams and cablegrams. The secretary becomes increasingly experienced in handling messages that need quick transmission. She not only knows how to type a telegram on a regular

blank but also is familiar with the rates and methods of writing and sending full-rate telegrams, day letters, night letters, full-rate cables, deferred cables, and night-letter cables. Rates change and methods improve. It is important to have reliable, up-to-date printed information at your desk for reference. The telegraph company is pleased to inform business people about the details of its services as a matter of advertising. If you do not know about some particular service, you should know where to find out and should find out quickly.

Telegrams must be off. A telegram means haste. If you smell smoke and discover that your house is on fire, you act quickly. You shout, "Fire!" You call the fire department by telephone or by means of the nearest fire-alarm box. The pressure that causes you to waste no time comes from the fear that you may lose your belongings, your home. Every moment counts.

So it is with the businessman. He has a matter in hand about which he would no more stop to write a letter than you would write a letter to the fire department. He, too, is aware of possible loss unless all possible speed is made. Because he knows what may be lost by the slightest delay, he summons his secretary and says, "Send this telegram to Donnelly Brothers." The secretary listens for each word with extra care and gets the message off at once. Every telegram is a test of the secretary's alertness and accuracy.

Technique in handling the telegram. On the face of it, a ten-word telegram may look easy enough for a typist to put through, yet it demands particular concentration. Here a weighty matter is being dealt with at high speed and, however brief the actual communication, it may hold more importance than the hundreds of words transcribed otherwise during the day. The experienced secretary knows that the sending of a single telegram involves the following:

Poise in handling brief dictation. When a telegram is dictated to you in the midst of other, less urgent dictation, mark it RUSH and keep it in mind. It must be sent immediately. It must never be overlooked, even temporarily. Sometimes a telegram is dictated swiftly while a secretary has only a scrap of paper at hand. She must guard this scrap with unusual care, so that so important a message will by no chance be mislaid or lost.

When your employer comes to your typewriter to dictate, remove whatever happens to be in your machine, and insert your telegraph blank with proper copy paper. Then listen carefully and type the message right the first time.

Orderliness in keeping telegraph blanks. These must be ready for immediate use, with carbon paper and copy paper. Unless your office gives you other routine instructions, you should make an original for the telegraph company and two carbon copies of each telegram—one to send to the addressee as a confirmation and one for your file. When you finish typing a telegram, prepare your unit of paper for the next telegram. If your telegram is telephoned to the telegraph office, a typed confirmation and a file copy are still necessary.

Accuracy in transcribing the message. A telegram must be right the first time. Telegrams are frequently sent without being seen by the dictator. For that reason it is advisable to read back your shorthand or direct typing immediately. When wording is cut short, a slight error may be very important. Figures and the name and address must be handled with the utmost accuracy.

Thoroughness in checking the blank. The duty of checking the "class of service desired" on the telegraph blank must not be overlooked.

Correctness in entering the date. The special importance of the correct date is for the two carbon copies. The telegraph office will use the current date, but your confirmation and your file must show that date for record.

Swiftness in finding the exact name and address. Knowing where to turn quickly for the needed name and address is vital—whether to a short list of those frequently addressed, a mailing list in card-index form, a folder in the file, or a directory, trade list, or reference book such as *Who's Who.* If your telegram is replying to a letter that you have in hand, you will not need to hunt. But if you must look somewhere else, think quickly and go as straight to that name and address as you possibly can. Keeping your lists in good order will here stand you in good stead.

Judgment in phrasing the message. Judicious use of a ready vocabulary is necessary in turning what may be a twelve-word telegram into ten words that will fully convey the message. This

is an example of the kind of condensing that may be required of the secretary. She may, for that matter, be given full responsibility for wording a telegram from data provided. The brevity of a telegram requires

A thorough understanding of what the words will mean to the reader

A command of English and the ability to think clearly—a combination that makes possible an economy of words to carry the most meaning in each case

Carefulness in indicating the signature. As with all written communication, the signing is important; the full name is desirable.

Alertness in registering the telegram. It is necessary to get the telegram to the wires by the quickest, surest method, whether by calling a messenger boy before starting to type it or by telephoning.

Promptness in confirming the telegram. The extra carbon copy, mailed to the addressee, confirms your "wire." It is a check on errors or misunderstandings in the original message. Such a confirmation may be given by quotation in a letter, if there is more to be said. In any case it should enter the mails as promptly as possible after the telegram is sent or it may fail to accomplish its special purpose.

Responsibility in watching for the reply. If a reply is demanded by such phrases as "Wire collect" or "Wire reply immediately," the secretary should make note of the fact as a reminder that there is a reply for which she should watch.

The incoming telegram. When the secretary *receives* a telegram, either by messenger or by telephone, it should reach the person concerned as soon as possible. If it requires an answer, she should keep that fact in mind.

A telegram received over the telephone should be read back to the telegraph operator, to make sure that the shorthand in which it is taken down is correct. The transcription should bear the date and hour of receipt. The secretary should also ask that the telegram be sent. This is sometimes done by mail.

COMMUNICATION BY TELEPHONE

Telephone technique. The telephone bell commands attention. If your bell rings you are expected to make prompt reply. If you are making a call, you expect a prompt reply. Within business hours it is rare to hear the operator say, "They don't answer." If this does occur, or if the line is busy, be sure to follow through that call later.

Secretarial skill, knowledge, and personality traits are continually involved in able use of the telephone. The secretary must have skill in looking up numbers and in taking messages accurately in both longhand and shorthand. She must have knowledge of the types of service, of the rates, of the way to place calls and to receive calls. And she must blend the traits of courtesy and patience with those of persistence and dispatch.

The introductory section of telephone directories, both large and small, gives information that users need for ready reference. From time to time while you are in a position, you should reacquaint yourself with facts of this kind, because your actual experience through the months will make such information more and more intelligible to you. If you are to progress in your secretarial career, you will find it desirable to let continued experience and continued learning work hand in hand for your good.

Elementary principles of telephoning are familiar to readers of such a book as this; they may be found in textbooks in junior business training. Work out the application of these principles to the vicinity where you may be, whether in a metropolitan or a country area. Think out why central offices and exchanges must be reached by careful use of their identifying names. Think out what happens if you ask for Center **4080** instead of Center **4800.** Consider for yourself why you must pronounce *five* and *nine* in the authorized way and why you must give all numbers and letters clearly as well as correctly. Learn from your mistakes. If you discover that you frequently get the wrong number, you should watch to see what errors you are making. You should ask yourself these questions:

Do I look at a number in the telephone book so hastily that I do not read it correctly?
Do I sometimes read off the number just below or just above the one I need?
Do I dial incorrectly?
Do I give my number too hurriedly or in a poor carrying voice?
Do I fail to listen carefully when the operator repeats the number?
Do I rely on my memory for numbers only half learned as yet?

Your skill in telephoning is one of the proofs of your ability to do independent work. Your employer and the operators depend on your carefulness. They will not correct your errors; you must catch your own types of mistakes and find your own way of avoiding them.

You should understand about individual and party-line service, the possibilities of the private branch exchange service, the value of the teletype service, and the best ways of handling both manual and dial telephones. You will not keep a client who is at a pay telephone waiting for a long time while you try to find your employer. You will be patient with a person who has reached you by mistake, because it may not be his fault. If the mistake continues to repeat itself, you will help him right it by calling the operator. Set yourself to gain increasing telephone common sense by learning all you can and by using your imagination as to what will happen if you do so-and-so or what has happened to bring about so-and-so.

The voice and its use. When you call by telephone and people exclaim, "Oh, yes, I knew your voice!" you may be flattered if it is because you know how to make your own natural, well-controlled voice carry over the telephone

With clear enunciation
With quiet yet businesslike tone
With pleasing quality
With direct vigor of purpose

But you should be honest enough with yourself to discover whether this remark means instead that anyone who hears you frequently over the telephone recognizes you immediately because your own natural, somewhat uncontrolled voice carries

With a blur of syllables
With a sharp and excitable tone
With an unpleasant quality
With wavering hesitation as to purpose

One of the best ways to determine how your voice registers at the other end of the line is to ask friends whom you call to criticize you—and to act intelligently on that criticism. Some experienced office worker whom you know may be willing to do this for you. It may be that you have a tendency to raise the pitch of your voice or to shout. It may be that you do not keep the proper distance between your lips and the mouthpiece. It may be that you "have always hated to telephone" because it is easier for you to write or to talk face to face with people. Whatever the reason for your poor mastery of telephoning skill, this must be conquered. There may be many days when you will use the telephone more minutes than you will use your shorthand skill. Your ease at the telephone will really reflect your general poise in your secretarial position. If you have allowed yourself to be thoroughly irritated by an occurrence, you will find it difficult to turn to the telephone with a voice free from reflection of that irritation. When the business you have been handling has for some reason not gone to your liking, it is manifestly unfair to "take it out" on a person who is telephoning to you about a quite different matter.

If for your ordinary conversation you cultivate a voice that is low and clear and pleasing, you can turn to the telephone at any time of day and speak naturally and without effort. It is true that sometimes the line fails to transmit as clearly as at other times, so that the sound has to be given with special voice. But even then the voice should not be raised in pitch; the speech should be well modulated to send each syllable clearly. When you do not hear well, say "Will you speak a little more slowly? I can't seem to hear you." By saying this you may seem to take the blame on yourself—and you may be partly at fault, for you must learn to attend closely to a variety of speech mannerisms so that you will become as apt at understanding difficult voices as you are at reading difficult handwriting. Your own responsibility lies in speaking well and in hearing as well as possible.

In meeting complaints of any kind over the telephone, do not be too certain that you or your company must be in the right, especially if you have not the full information at hand. A good sentence to have ready runs something like this: "I think there may be some misunderstanding." The word *misunderstanding* does not lay the blame in any one place; it is impersonal. Such a sentence sounds very different from "I think that you must be mistaken." This implies that you lay the blame on the other person —and in this you may be wrong. Even if you are right, however, you should take the trouble in hand tactfully.

Within an office, voice inflection counts in all speaking—to your employer, to callers, to your associates, over the interoffice telephone, for your outgoing calls and incoming calls. Often the voice reveals how you are taking your work. In telephone work inflection plays an especially essential part. When a secretary is frequently asked to repeat, or is frequently misunderstood, she must become aware that she does not talk well over the telephone and that she should do everything possible to find and correct the cause. If there is a physical defect, perhaps it can be cured or the handicap can be alleviated under expert guidance. If some other difficulty holds her back, she should not hesitate to seek the wisest advice, especially if she is otherwise well suited to the secretarial vocation. Possibly she lacks self-confidence, or is not supplied with a ready vocabulary with which to phrase her thoughts, or does not know how to deal with people. Many secretarial shortcomings can be overcome by obtaining wise criticism that will help to eliminate the cause.

Telephone calls are welcome. Telephone calls must be answered. Every such interruption should be taken naturally and quietly. The elements of surprise and of variety in telephone calls raise this duty above the humdrum plane of monotonous tasks. Answering the telephone allows you to change the position of your body and your arms, giving a brief relief physically. When a secretary has before her a special piece of work that will truly suffer if consecutive time cannot be put on it, she may have to depend on someone else to cover her telephone for the time being. As a rule, however, a vigorous worker enjoys changing smoothly from one type of labor to another. In many positions the telephone keeps

demanding those smooth changes. The use of the telephone should not be accompanied by any wasted physical effort. At times you may wish to vary the position of the instrument on your desk so that you may use your reaching and holding muscles in a slightly changed way. Always there will be pad and pencil for ready use by your writing hand.

Answering a call. When you answer a call, it is your turn first. The opportunity is yours to set the tone for a conversation with You-Do-Not-Know-Whom. This is a minor responsibility, but it is worth thinking about. If you are able to carry with you always an attitude of willing interest, your voice cannot sound bored or impatient.

It is safe to assume that someone wishes to talk either to your employer or to you as his employee. Until you rise to an official position, then, you will not reply with your own name. You may give the name of the concern, of your employer, or both. What the man at the other end of the line wishes to know is "Have I reached the number I called for?" The only way he has of immediately recognizing you over the telephone is by your introductory response, which should be phrased clearly in a tone at once businesslike and agreeable.

Six standard ways of answering telephone calls are

1. "Hubbard Coal, Oil, and Ice Company."
2. "Mr. Wardwell's office."
3. "Mr. Wardwell's secretary speaking."
4. "Mr. Wardwell's office, Miss Allen speaking."
5. "Hubbard Coal, Oil, and Ice Company, general manager's office."
6. "General manager's office."

Among these there is actually a best answer for each incoming call, but until she has discovered who is at the other end of the line the secretary does not know which caller she is addressing. If she is being called through a central switchboard used for the Hubbard Company, the girl at the switchboard already will have covered the information in (1). If the company is small and the call comes direct from the telephone office, the secretary will probably have to use (1) or, possibly, (5). *She will accustom herself to the use of whichever answer usually makes the least addi-*

tional questioning before the actual conversation begins. If she finds that the majority of people who call know that Mr. Wardwell is the general manager, she need not use those two words. If the majority wish to reach the general manager and do not need to know his name, she will emphasize his official position rather than his name. She may find, however, that the larger number of callers wish to leave a message or make an appointment through her and that they know his name, so that it becomes economy to let them know immediately that this is "Mr. Wardwell's secretary speaking." In each position an individual study should be made, in order to save time at both ends of the line. This you will find to be one of the ways in which you can adapt yourself intelligently to your position.

When you answer a call and when you close a call, remember to handle your receiver carefully, so that it will not irritate the person at the other end of the line. If you are interrupted for some necessary reason during the conversation, remember that the listener cannot vizualize what is happening. If, for instance, your other telephone rings, you must frame your interruption courteously, thus: "Pardon me a moment; my other telephone is calling," and then, on the return, "I'm sorry, Mr. Dane—you were saying that the contract called for papering throughout the house?" There are times, of course, when you should not interrupt one telephone conversation to enter upon another. You must judge whether to let the second call wait or to take care of it while letting the first one wait. In the former case, merely acknowledge the second call and ask the caller to wait until you have finished the call already under way.

Early calls. Important telephone calls frequently greet you at the very beginning of the day—sometimes before you have time to take off your hat and coat. This is one of the special reasons why you should be prompt or even slightly early in reaching your post. Because of this early-morning contingency, your desk should be left at night, as at all times, so that you can take a message readily. If your pad and pencil are at hand, the mechanical part of taking the message will not hinder your full attention to the message itself.

There are several reasons why your first-moment telephone call

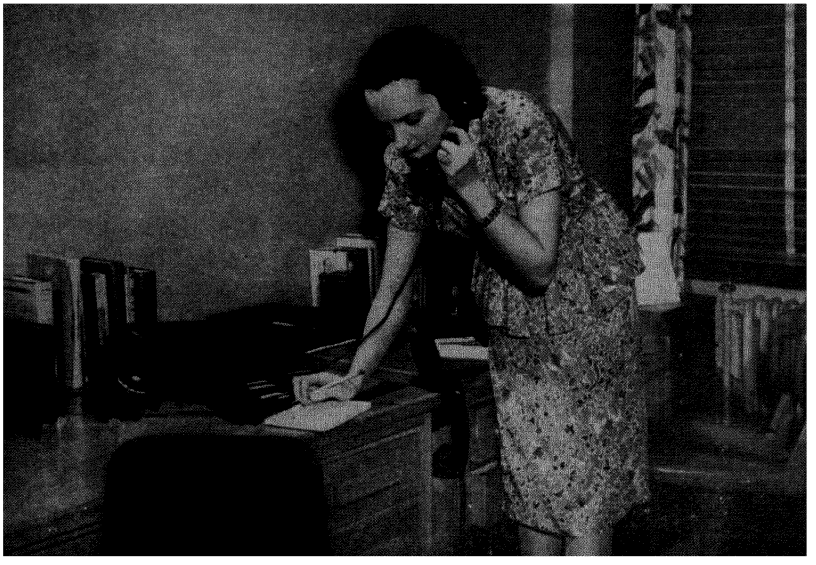
should be met with alertness, yet with poise. The way you handle it may well set the key for your subsequent work, the whole day through. It is not at all improbable that the person calling at this early hour will be impatient. His office may open at eight-thirty while yours opens at nine, and his secretary may have been trying to reach you for a full half hour. If the schedule of his day depends on the hour when you can give him an appointment with your employer, he may have been holding other plans in inconvenient suspense until he could get in touch with you. If either he or his secretary should state in apparent irritation that they have been trying to reach you for a full half hour, put yourself in their place, say that you are sorry, and explain why you could not be reached. Early-morning calls are not likely to be casual on the part of the caller. They are, therefore, to be taken seriously. Your day has begun in earnest.

"Covering" the telephone. Every telephone in an office must at all times, as the phrase goes, be "covered." This has already been noted in connection with absence from the desk during periods of dictation. In a large concern, where your calls will come through a central switchboard, the girl at the switchboard will hold the outside call until the inside telephone is answered. You should answer your call with all possible speed, because otherwise you waste the time of the attendant at the switchboard and may unnecessarily try the patience of the person who is calling.

While you are "holding the line," you have three opportunities: to keep clearly in mind what you are about to transact; to look ahead or look about your desk at the tasks next before you; and to relax your body pleasantly out of an attitude of possible tension. One of the ways in which you can preserve good health throughout a secretarial career is just this: Whenever you must wait for your employer to think out an important sentence in dictation, whenever you must wait at someone's desk while she finishes a telephone conversation, whenever you must wait for someone else to find something that you need for your employer, and whenever you must wait at the telephone when work is crowding for your attention, cultivate the habit of relaxing.

Often several telephones in the same room are on one line and the different signals from the switchboard are given as one, two,

three, or perhaps more short rings. You respond quickly to your signal. Busy though you may be with other matters at your desk, you will be conscious that the repeated ringing of another signal means that someone is away from her desk, and you will take care of that call either on your own line or by going to her desk, just



The careful taking of a telephone message for someone else is an important office courtesy.

as she will do for you when you are necessarily absent from your desk. You will find out who is calling and do one of three things:

Find the girl herself, if she is near at hand and can be interrupted, though she may be taking dictation.

Take the name and telephone number and say, "I will ask her to call you," putting a written memorandum on her desk to this effect.

If the person calling so wishes, take the name, the telephone number, and the message, and leave these in writing on her desk, with the date and hour of the call.

When you take a message for someone else, be especially meticulous about getting and writing down the essential details. This duty is one of such mutual courtesies as are willingly observed

by a group of associates who realize that they are all working for the good of the same business. Usually when you leave your desk for any length of time, you will find it wise to ask someone to cover your telephone. Keep others informed of your whereabouts as you may be wanted for some important purpose.

In a small concern, all the incoming calls may come directly to your desk from the telephone office. There may be an extension of this telephone on your employer's desk. This type of telephone work must be covered with care, especially if there is no one to do it but yourself. In such a position, necessary errands of any kind out of hearing of your bell must be made brief. When the bell rings while you are taking dictation or instructions from your employer, he will expect you to answer. At such times, however, you will courteously make the conversation as brief as possible. In many cases you can ask whether you may call the person back a little later—taking the name and telephone number as a memorandum to do this. It is common courtesy not to delay such a return call too long, because the caller has something on his mind and it may be of importance to both of you.

During your first weeks in a position, especially if you are placed in a large room where many are using telephones, you may find it impossible not to hear what your immediate neighbors are saying. By careful concentration on your own work you can quickly outgrow this tendency to overhear what is going on about you. You can throw up invisible walls about your own desk, so that you are, as it were, in a private room.

Listening: The response, the pencil, the question mark. How do you listen to a friend when she is seated opposite you? You listen with your ears, your eyes, your facial expression, your gestures, and the way you hold your body. More than that, you listen also with your voice. From time to time you make brief comments that show her you are interested, such as "Yes?" or "Not really!" She considers you responsive. The person who is talking to you over the telephone must feel that you are responsive, that you are listening to every word intelligently. He cannot see your physical attitudes of attention; he can judge alone by what you say. The only sign of your response to him over the telephone is the use of your voice. The words you choose, your freedom from merely

mechanical replies, the construction of your sentences, the emphasis, the inflection, the very tone of your voice—all this works in combination to form your response. It is, therefore, important for the secretary to realize that she must be skillful in listening to the statements and questions of others as well as in stating her own business.

Whether you are calling or receiving a call, brief matters may be written immediately in handwriting on a printed telephone blank, so that there need be no copying. Messages of any length must be recorded in shorthand for exact wording. Special care must be given to hearing names, addresses, telephone numbers, days and hours of appointments, and figures or unusual words.

Do not be afraid to ask questions or to ask to have words repeated. Get the whole story clearly, accurately, fully; then record it fully but as briefly as possible. *Do not pretend that you have heard correctly when there is any doubt in your mind.* Repeat the spelling of difficult names, figures, and other exact details. Careful listening calls on your traits of courtesy and persistence; you must mix those two in just the right proportion if you are to represent your employer favorably.

More and more you will learn to listen alertly, so that taking messages becomes natural for you. It is true that many people are annoyed at being asked to repeat what they have said. On the other hand, they will prove much more annoyed if it later develops that you have not reported their messages correctly. Beginners are sometimes too shy or too proud to admit that they do not understand. They fear that someone will overhear them and think that they are stupid. But real stupidity says "Yes" when it half understands and leaves the other half to guesswork. Once the receiver has been hung up, it will be useless to struggle to find out what has been said. From your notes you should always be able to say, "I *know* that he said Tuesday," not "I *wonder whether* he said Tuesday or Wednesday" or "I *guess* he said . . ." or "I *think* he must have said. . . ."

A reliable secretary often can take a message in sufficient detail to enable her employer to dictate a reply or refer the matter to one of his staff. Because the completion of some transaction may depend on the very points you are conversing about, it pays to

get every item of information and to put into writing what you know he would wish to know.

Saving your employer's time. Throughout your work, saving your employer's time should become one of your constant concerns. You will keep his pencils sharpened, sufficient memorandum paper at hand, his calendar pad up to the minute with matters he should attend to on a given day. You will keep the papers on his desk in whatever order will best conserve his time and so help him to accomplish all that he can. You will prevent the intrusion of unnecessary callers and will learn how to help him dismiss them when he has given them as much time as they should absorb. You will realize that you yourself are really wasting your employer's time when he hunts for a letter mislaid on his desk in a place where you could quickly have found it; or when he has an interview with someone from whom you could have secured full information for him; or when he has to point out a mistake in a letter that you have transcribed without taking the pains to read it over.

There is no part of your work that offers you a more varied opportunity for sparing your employer wasted moments than the answering of the telephone. The one who is calling usually wishes to speak directly with him. There is no set formula for meeting this situation. You will gradually learn your employer's desires and needs and will more and more be able to handle matters in his place. For example, Mr. Speer wishes to talk with your employer, Mr. Mason, who is in an important conference. Instead of asking Mr. Speer to call Mr. Mason again or saying that you will call him back later, here is a chance for you to say, "I'm sorry, but Mr. Mason is in conference just now. May I take the message or can I help you?" You may have just the information he needs. The secretary should follow her employer's directions in answering the telephone. If he so wishes, she may ask "Who is calling, please?" and then relay the information to her employer before he picks up his receiver.

Whenever you are requested to reach someone for your employer to talk to, you are saving his time. Unless the person he wishes to reach is someone whose moments are much more highly valued than his own, or someone who stands in a position demand-

ing special respect, you have a right to get into touch with that person through his secretary before letting your employer know that it is now time for him to take up his receiver. "All ready with Mr. Cox" is a way of phrasing briefly the secretary's word to her employer that she has now reached Mr. Cox for him.

When you act as a complete buffer and not only reach the person but carry on the conversation on behalf of your employer, you will be helped by having at hand whatever data you may need. What questions should you ask? What information should you give? What do you expect to bring away from the conversation? Be ready. Know what you want and get it by every courteous and definite means.

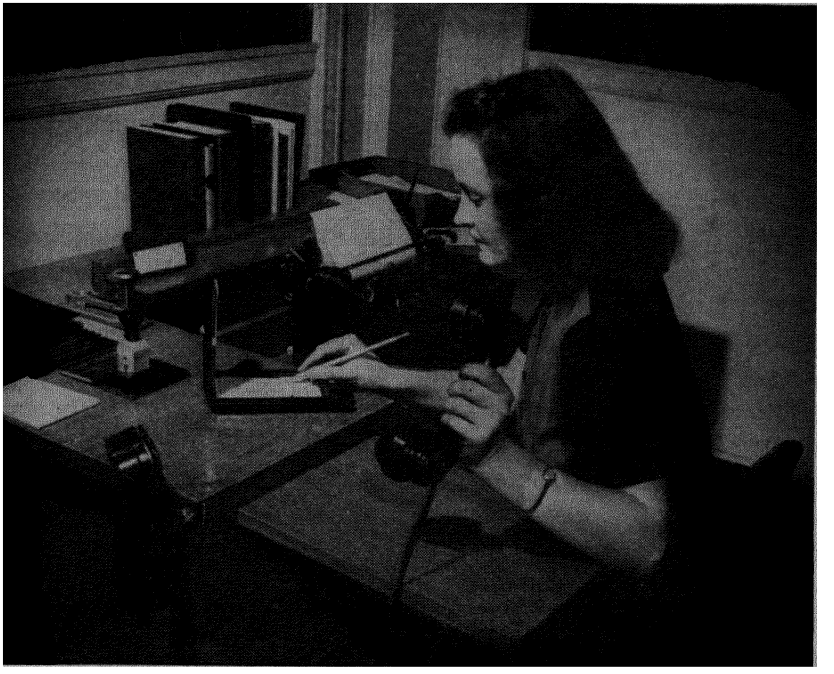
The telephone helps find a person. Suppose that Mr. Barnes, the general manager of a big concern occupying an entire block, has left his desk on an errand, and his secretary needs to find him in a hurry. He may have told her specifically that he was going to the delivery department. He may have used his customary method of filling in a schedule when leaving his desk for any length of time, to show where he expects to go and when he expects to return. Or his habits of consultation in various departments may be so well known to his secretary that she can very well guess his whereabouts, even though she may not guess right the first time. In any case, the telephone, with the help of his secretary, will find Mr. Barnes.

The telephone reaches a man who has gone out of town on business. Suppose that the secretary to Mr. Dodge knows that on a certain morning he is going straight from home to a business call fifteen miles out of town. She opens his mail and finds a letter from Mr. James, asking Mr. Dodge to call at his store when he is next in the neighborhood. The secretary knows that Mr. Dodge will be passing Mr. James's store on his return to the office. She reaches him at the place of the first call with the request from Mr. James. Mr. Dodge saves his own time and saves Mr. James from waiting perhaps a week. This is an illustration of "carrying through" on the part of the secretary.

Telephone directories, large and small. One of the invariable rules of secretarial practice is: *Keep near at hand whatever you use most frequently.* This is especially true of telephone numbers.

The secretary can graduate her various telephone lists for handy use, beginning with her memory.

Memorized telephone numbers. Certain frequently called telephone numbers become so familiar to the secretary that she does



Frequently-called telephone numbers should be kept near at hand as should the secretary's other most used tools.

not have to look them up—for example, those for her employer's home, bank, and lawyer, and for a branch office of the company.

The brief list. A brief, alphabetic list of frequently called numbers—perhaps twenty-five in all—should be kept attached to your telephone or in plain sight, where it will never have to be unearthed for use. This little list will prove of use to anyone who must substitute for you at any time. Your employer may like to have such a list at hand also, even though he places his calls through you as a rule.

The larger active list. A larger list may be made in a small card-index box, to be kept on top of your desk or, better, set fac-

ing you in a near-by drawer. This may include addresses for mailing also. You may make use of one of the many patented devices for ready recording and finding of telephone numbers. In such a list may be included, for instance, the members of some committee or associated group whose telephone numbers are needed more or less frequently.

The telephone directories. Use only the latest directories of the town or city and general vicinity covered by your business.

"Information." When you need to call a number not listed in your telephone directory, you may call Information. The operator who answers is not allowed to give you street and city addresses of people whose location you might like to know. She is serving the telephone company and it is her sole interest to give you service with regard to telephones, not to mailing addresses. If, however, you must reach a person through another person's telephone, Information will provide the number, if you can give the address of the person. She will also tell you about changed numbers.

Whenever you call Information, speak with unusual care, because the amount of time that she and you will consume on this one small matter depends largely on her distinct understanding of your request at the start. Listen cautiously to note whether she repeats exactly what you have asked for. If you ask for the number of the telephone of Mr. Syne and she misunderstands you to say Mr. Fyne, she will be hunting among the *F*'s, and after a long wait her voice may trail back to discourage you with: "There is no Mr. Fyne listed on Linden Street." The use of the alphabetic

A as in *Adams*	*J* as in *John*	*S* as in *Sugar*
B as in *Boston*	*K* as in *King*	*T* as in *Thomas*
C as in *Chicago*	*L* as in *Lincoln*	*U* as in *Union*
D as in *Denver*	*M* as in *Mary*	*V* as in *Victor*
E as in *Edward*	*N* as in *New York*	*W* as in *William*
F as in *Frank*	*O* as in *Ocean*	*X* as in *X ray*
G as in *George*	*P* as in *Peter*	*Y* as in *Young*
H as in *Henry*	*Q* as in *Queen*	*Z* as in *Zero*
I as in *Ida*	*R* as in *Robert*	

help given for making telegrams clear prevents such mistakes. This list is valuable to use in spelling names and addresses by

telephone at any time. It should be kept at hand until you have learned it; much confusion and irritation in this particular will be saved for you and the telephone employees.

Your own office telephone system: the switchboard. If you go to work in an office that has a system of interoffice telephones, you should acquaint yourself as soon as possible with the names and positions of the people who can be reached and with the way in which they can be reached. Become intelligent about all the available varieties of telephone service. When you are shown by someone how to use special buttons or devices for special purposes, watch attentively, make notes so that you can refer to them until you become familiar with the system, and ask questions about anything that you do not wholly understand. Managing intercommunication quickly and correctly is a secretarial skill that must often be learned right on the spot.

You may be expected to run a switchboard, perhaps while the operator goes out to lunch or is in need of temporary relief from duty. Do not feel above such a task. In addition to making the necessary connections, you may have to take messages. Use this work as an opportunity to pick up information about the business outside your own usual secretarial duties. Here you will come into contact with the concern as a whole—with people in all departments of the work. Be sure that you have pad and pencil conveniently arranged for the writing of shorthand. This is important, for you will be dealing with a variety of matters within a short time and you cannot depend on your memory to fill in gaps in your outlines. When you are at the switchboard and take messages for others who may be taking dictation or cannot be reached at their desks, you are especially responsible for taking every message in its entirety. Work at the switchboard requires many secretarial traits—patience, speed, attention, courtesy, accuracy, understanding of people, and endurance.

Personal calls over the telephone. Your own determination *not* to take office time for personal calls must be firm for yourself, and you must convince friends and relatives that your business hours are for business. If you need to make an appointment with your dentist, whose office is open only during your own office hours, of course it is reasonable for you to telephone briefly at a time

when no inconvenience to your employer results. But your personal and social affairs must be arranged and talked over at some other time than during the minutes for which your employer is paying. Not only are you stealing his time; you are diverting your own attention and possibly distracting others around you. If at any time it becomes necessary for you to make a personal call involving a charge to the company, you must make record of that call and be sure to pay honestly to the cent. Private use of the telephone privilege or the company postage is beneath the honor of the secretary.

Cultivating the art of telephoning. We have seen that one of the best methods of learning how to write good business letters is to watch the contents and form of the best correspondence that comes to your desk. In a similar way you should be ready to learn about telephoning by imitating the best usage that you hear. As you go about your business in your own office you may overhear experienced men and women handling difficult calls and calls that they put through with dispatch. You yourself will talk over the telephone with many secretaries and men and women whom you may never see. Try to catch the manners of the most capable people in their little phrases, their courtesies, their intelligent approach to an errand, their way of finding out what they want to know, and their way of stopping when they are through with that errand. In magazine articles and books you can read and study about business conduct over the telephone. But the best course of study you can take is right in the mill of work, where you can be alert to assimilate and practice for yourself this art of telephoning.

CHAPTER ELEVEN

RECEIVING CALLERS

Recognition of callers. One of the most necessary assets for your secretarial success is the faculty of recognizing people, together with your ability definitely to associate each person in his or her special relation to your employer's business or profession. From your first day in a position you must train your memory for people—their names, their faces, and their reasons for calling.

They must be promptly recognized by *appearance,* by *voice,* and by *signature.* These are exactly the three elements that may enter into your contact with a friend: You see each other from time to time, you telephone to each other, you write to each other. You recognize each other by appearance, by voice, by signature. And your friendly relations increase as you use these three means. In any position this principle is packed with meaning for your daily contacts with people whose friendly business relations with your employer must be increased. As a secretary, you do not greet as a stranger one with whom you have had previous dealings.

Meeting the caller. Your greeting of callers is not a part of dull routine. Your interest is reflected in the way that you rise from your chair or turn toward the caller, in your tone of voice, and in the directness with which you help him to tell his errand. If he is a stranger to you, this last point is vital to the saving of your time and the time of your employer. Many callers have a more or less prepared introductory speech by means of which they hope to incline you favorably toward them. This speech may start with remarks about the weather, what an attractive office you have, and where the caller met your employer. You must become adept at seeing through such delay and coming to the point. The very way you stand can serve to invite the caller to get at his business. Most callers are quick to infer whether or not you are ready to let them mark time.

Personal traits help. That your personal traits count when you

deal with callers is obvious. Remember that, while you are watching the caller, he or she is watching you. You must, therefore, show alertness, loyalty to the concern, and patience. These traits of yours can be improved by experience and by your intent interest.

Sincerity can be cultivated; it requires honesty with yourself and with others. Sincerity breeds confidence in yourself. The direct, unafraid look at a caller commands respect. The fact that you are paid to stand here at the doorway of a going concern should alone give you confidence, such as is inevitably gained from being entrusted with responsibility.

Be slow to judge people by their outward appearance. If your employer is looking for a new janitor, your courtesy toward the applicants whom he interviews is as essential in its way as your courtesy toward a director of the company who calls to congratulate your employer on the successful showing of his annual report. If you hold a position in a real estate office, remember that the poorly dressed woman who leases a tenement from your employer may pay her rent as faithfully as the well-dressed woman who leases an expensive apartment.

If you believe yourself to be shy and self-conscious, watch your ways with people. Are you selfish? Do you look out for yourself more than for others when you are with a group? Do you forget their interests in your own? Or are you what is known as a "good listener"? If you are diffident, try to find someone who can help you get at the reasons for this, especially if it is the difficulty that, more than any other one factor, blocks your probability of success as a secretary. If you swing in the other direction and are naturally an almost oversociable person, you will have to guard against waste of time in interviewing callers, as well as in all your associations with others in the office. You should not waste the time of the company in irrelevant conversation with anyone.

Who is he?—What is his errand? The first concern of the secretary as she receives a new caller is to obtain answers to these questions: What is his name? What is his business address (that is, what concern and type of business does he represent)? Is he the president of a business or an undersalesman? Is he in business for himself? Most business callers have printed cards to introduce themselves

and to give them authentic backing. Such a card may not be necessary if the caller is one whom you are able to identify, or if you remember the caller as one who has been in before. In the latter case, you may not be able to place him immediately; you can then say, "I am sorry, but I don't recall your name. . . . Oh, yes, Mr. Astor, and you are from what concern?" But if the caller is new and bids fair to be of any interest to your employer either directly or through you as his representative, you will need a card or will need to make a note of the name and business connection.

Often men who wish to sell your employer something for his personal use attempt to interrupt him in business hours. They may be secretive and overguarded about confiding their real errands to you because they are afraid that you will not make way for them to see your employer. They wish to use their tactics of salesmanship on him direct, and you must not allow them to mislead you. If you meet such callers with dignity, they will give in to the importance of your pivotal position; you may, indeed, find that your employer is at times in need of seeing such men.

As soon as you obtain a card, you must read swiftly and intelligently. One of the values of these business cards is that the secretary has an opportunity to place the caller in a certain category, both as to importance and as to the probable nature of his errand. She also has the card to take to her employer, if it proves that she cannot conduct the business in his stead.

This card is kept for the card index of business callers and business concerns. In an office where such an index is of use, the cards should be filed with care, as they are small and hence easy to mislay. It is valuable to establish a rule as to whether you will file by the name of the concern or by the name of the caller with cross-reference to the concern and also to the type of business. Such an index does not deserve to take too much of your time. It may be useful to know whether a man has called before or to look up the name of a man who has called, by recalling the name of the company represented. If you keep a card, make an intelligible notation on it *with the date of the call.*

Callers are received by a variety of employees, according to the size and make-up of a staff. In large offices, a receptionist may do little else but receive callers and give information. If you hold a

position where this is largely your duty, you should watch with judgment and should profit by mistakes at first, because one of your objects will be to refer each caller to the person who should see him. The more highly organized an office becomes, the more clearly defined are the duties and powers and responsibilities of each member of the organization. This means that fine discrimination is required of the reception secretary or clerk, who must divert each caller into the right channel and must herself take every possible errand, in order to save the time of men and women in the office who already have overcrowded days. It is no mean task to decide whether a caller deserves a hearing by an important officer or some lesser man—or whether he should be attended to at the receiving desk on your own responsibility.

There are various ways of classifying callers with their diverse errands:

A regular or a prospective customer. You may or may not be able to handle his business. In some offices you may be expected to attend to all possible customers at the entrance counter. On the other hand, your employer may depend a great deal on his "personal touch" with customers and wish to see people himself. He may expect you merely to hold the interest of anyone who is waiting to see him.

A patient. In a doctor's office you may be required to take certain data about a new patient before the doctor himself can be seen.

A salesman or a solicitor. Dependable salesmen and reputable solicitors must be distinguished from impostors or mere peddlers. Here you will have to learn by experience, by observation, and by wise questioning.

A debtor. Callers who come to pay bills may have to be received by you, their money taken, and a dated receipt given.

A creditor. No payment should be made to a caller who claims money from your employer's business or personal account without authorization for doing so. In case a payment is made, a receipt should always be obtained.

An officer of the company or a member of the staff. Interoffice calls are frequent. They require less formality from you, and you will shortly learn which associates your employer is willing to have

run in on him at almost any time when he is not in conference with someone else.

An applicant for a position. Any applicant for a position who shows eligibility for such openings as your concern may have to offer should be asked by you to fill out a form card. If there is a personnel director, this becomes a specific errand to be turned over to him. Here you have an example of the necessity of understanding the organization as a whole.

A member of your employer's family. The members of the employer's family know pretty well what your employer likes to have them do and not do at his place of business. Over the telephone and when they come in person, you are usually expected to give them ready access to your employer unless you have to say that he is in conference. This particular aspect of secretarial "receiving" varies widely with the family involved.

A personal friend of your employer. Certain personal friends and acquaintances of your employer, perhaps in outside organizations, may be inclined to encroach on his business hours. Again, you have to learn which ones he usually wishes to see, and for which ones he ordinarily cannot spare time.

Your responsibility for the message. When you can take care of the errand on behalf of your employer, you should make a memorandum of the data, as when taking a telephone message. You should show the date, and information given or taken, and your initials or signature. This usually goes onto your employer's desk. It should state such important facts as, "He said he would call again next week," or "I told him that you had settled on another contractor only yesterday." The point of the recorded message is to answer these questions: Who called? When? What are his address and telephone number? What did he tell you? What did you tell him? What is left hanging? Is the whole story ready on this written memorandum of yours to put into your file when your employer has seen it?

If you write a short message on your printed form, that form should help you to show whether the call was by telephone or in person. But in writing out a longer memorandum regarding a call, be sure to indicate in which way Mr. Robinson called. The distinction can be made readily by saying either

"Mr. Robinson *telephoned to say*" or
"Mr. Robinson *came in to see you about*"

When you conduct the interview yourself, you must judge whether to keep the caller standing or to ask him to be seated while you talk. Give him due consideration but remember that he may stay overlong if he is comfortably seated. Who makes the first move for him to go, when his errand is really over? That depends on the situation. Here again you must understand your individual and his relative importance to the whole trend of your employer's business. If you must give the sign that the interview seems to have come to an end, you may indicate this politely but convincingly.

It sometimes becomes your responsibility to hold a caller briefly because your employer has "stepped out," or is "expected any moment." You must study how to detain desirable callers until a superior officer is at hand to meet their wants. You may pick up valuable information if you guide the conversation cleverly—but beware of misusing these moments by giving out any confidential or semiconfidential information such as may be all too welcome to the caller.

"Mr. Miller is in conference. May I take the message?" Those words are familiar the business world over; they signify that the secretary is taking the responsibility. At the end of your interview, you should definitely close a matter or definitely leave it open by a future appointment, or a promise on the part of the caller to write, or a promise from you to have your employer "let him know."

While the caller waits. If you know how to look out for the comfort of guests in your home, you will naturally do whatever you can to look out for a business guest in the office who has to wait for your employer to meet an appointment. You will see that proper lighting, heat, and ventilation are provided for the comfort of callers. You will keep the reception room or entrance way in order, because disorder may be taken as a sign of confusion in the business itself. The efficient secretary knows that an office cannot afford to cause discontentment or uneasiness in waiting callers. If she is consulted by her employer with regard to new fur-

nishings, she should remember that comfortable chairs are necessary.

Up-to-date reading should be ready to occupy the attention of those who must wait. Watch to see which periodicals become most worn, and you will know what your visitors most enjoy. Your reading table is a good place for circulars pertinent to your type of business or for advertising matter that may be read freely and even taken away. Many periodicals have a general interest; those with brief articles or profuse illustrations serve to while time away pleasantly. The day's newspapers may be an asset, but they have a tendency to give an untidy look to a reading table and may convey to the stranger an impression of disorderliness. In an office to which parents frequently bring children, illustrated magazines and little books have value, not only for the children themselves but for the parents, who are more at ease when children are occupied. It is advisable to stamp the name of your company on periodicals, so that they will not be removed by mistake.

Ready for the caller. When an advance appointment has been made, the secretary keeps her eye on the time, for the advantage of the employer and the contentment of the caller. An appointment at ten o'clock may involve, in addition to the employer,

One person only
One outsider and several of the staff
Two men from the same concern
Two people who seek the intermediary advice of your employer
A committee from outside or inside the office building
A body of perhaps twelve directors

The secretary follows these appointments and, when necessary, advises her employer of their approach. She also looks out in advance for the comfortable procedure of the business involved. For instance, she keeps one chair always facing her employer by his desk for the one-person-only interview, as well as for her own probable use for dictation. For conferences of more than one caller, she may arrange chairs conveniently so that all can be seated without annoyance of shuffling furniture. For large committees or for directors' or trustees' meetings, a well-furnished room may be provided. If not, chairs may have to be borrowed

from near-by rooms. For a business conference during which the employer may have to refer to private information on papers that are before him, his chair may be placed at the head of the table, where such papers cannot be readily glanced at by others.

Some of these minor duties are not important in themselves but they reflect the niceties of secretarial "feeling" for events and what they involve. The secretary must not be at a loss when she is confronted with strange occurrences for the first time. Picture, for instance, within an interval of ten minutes the entrance of ten strangers whom you know to be the directors of the company for which you have newly become the secretary. All of them may or may not say "Good morning" to you; they will be preoccupied with many affairs. Remember that you, in turn, are a stranger to them. They may have been used to seeing a familiar face at your desk for many years. For you the important duty now is to come to know them apart—their names, their voices over the telephone, their individual relationships to the company and to your employer, who is responsible to them as a body. If you are requested to go in to their session for even a part of the time, or to take notes of the entire meeting, your first attention should be to your correct and inclusive note taking. But you can during discussion catch the names, and you will shortly associate these faces and personalities with the correspondence that comes in from them. If you have a list of the directors, you will gradually "place" each one.

"Mr. Miller can see you now, Mr. Robinson." When the employer is ready and willing to see someone who has an appointment or someone who may have been waiting for some time, tell the caller so and explain any delay briefly. When you usher the caller in, you may say something of this kind:

"Mr. Miller can see you now, Mr. Robinson."
"Mr. Miller is ready for you, Mr. Robinson, if you will step this way."

Notice the effect of using the caller's name. It is a touch of individual respect, which is one of the marks of good secretarial handling of people.

If someone else is waiting at this point, because of the setback in the keeping of appointments, you can extend an encouraging

courtesy by saying, "It will be your turn next." This assurance of attention is especially diplomatic in a doctor's office, where patients may be suffering. No one will wait for your employer unless he has something on his mind. The patient wishes to tell his symptoms and be cured. The lawyer's client may have a serious matter to be settled. The customer may be worrying about whether or not he should make a proposed purchase at just this time and from just this firm.

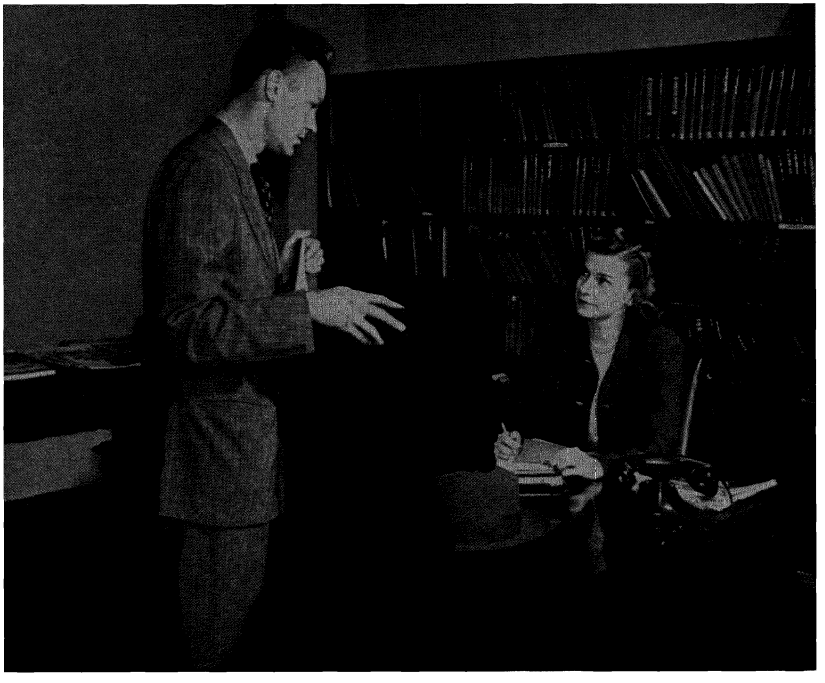
You should train yourself to open and close the door of your employer's room softly when you show a caller in. Avoid brushing against the caller or treating him in a peremptory manner. If your caller is a stranger, you may need to say, "This is Mr. Robinson of the Associated Merchants." Concentrate on the need of making this moment of reception right for your employer and for his caller, and you will lose the self-consciousness that might make the moment awkward for all three of you. Your voice should be low, your enunciation of the name perfectly clear, and you should return to your own business without delay.

Refusing an interview. From time to time, a disagreeable occasion may arise when your employer cannot see "Mr. Robinson." When you can take care of the needs of a caller to his satisfaction and to yours, your employer need not be disturbed. But when you judge a caller's errand to be worth time from your employer, or when a caller is insistent that you should place the matter before him, the situation is not easy. The main thing is to send the caller away satisfied.

Refusing to give appointments is a secretarial task that requires tact. It is comparatively easy to give an appointment. Holding off a person with firmness and yet with courtesy requires an understanding of the way to handle people graciously and a sincere interest in the welfare of your employer's business. You must protect him from intruders, yet you must give that protection in a manner so courteous to outsiders that your employer's reputation will remain that of a busy, competent, approachable man. Gradually in a new position you will discover what kinds of applicants should be refused a share of his time.

Preserving the good will of outsiders toward your firm is one of your most responsible duties. It is necessary not only to preserve

good will that has already been established but to build up the good will of newcomers. "Good will" is so important to the successful continuance of business that it is specifically reckoned among the assets of a concern in case of sale. The man who buys out a business will often, because he wishes to keep the established



Refusing to give appointments is a duty the secretary must learn to perform with tact, courtesy, and poise.

clientele, retain the old name, for a time at least, adding his own name to it. The tried and true name has the good will of the public.

It is easier to refuse to make an appointment over the telephone than over the counter of your office. Callers know this very well, and that is why those who are insistent present themselves in person. If you can meet people with understanding and know how to give due consideration to their needs, you will be able to turn away those whom your employer refuses to see with a grace that does not send them away "queered." Carrying a "No" to a man or

a woman who is absolutely intent—possibly, even disagreeably intent—on penetrating to the inner office requires an art that tests your own personality and your knowledge of human nature.

Interrupting a conference. The necessity of interrupting a conference sometimes confronts you. This requires judgment, a quiet manner, and brevity of expression. The secretary of a member of the executive committee now meeting in your employer's inner room may telephone an emergency call for her employer. With a minimum of confusion you must get this message to him and give him the convenience of a telephone where he will not disturb the meeting. This is typical of the demands on the wide-awake secretary. At the close of the conference you may be expected to ask one of the men to "get in touch with his office" immediately, or you may have to take some message for one of the visiting committee.

When a conference has dispersed, you must be alert for any need of your employer. You may have been accumulating messages of import while he was occupied; you may have one letter in particular for him to sign; you may have finished typing a report that he wishes to read through and send off. Your employer may have specific need of you—need that has arisen from this conference. These moments of exchange belong to the teamwork of office life and to the understanding co-operation of employer and secretary.

Psychology and the handling of the caller. During your secretarial career you may find it profitable to take courses and to do serious reading in subjects that will help you to make advancement. If you have never studied psychology, you may have an opportunity to take an evening course. It is a learned science dealing with people and the ways in which they behave—together with the reasons why they behave in this and that way. A knowledge of some of the principles of psychology helps the secretary to judge what others are thinking and feeling by the way they act. To know how to co-operate with people, one must be able to understand why they think and act as they do. This can be learned by personal experience and observation, but it is also learned by studying the observations of men and women who have devoted years to the pursuit of psychology. When a secretary thoughtfully

studies psychology, she improves not only her understanding of other people but often her understanding of herself as well. Whatever leads you to improve your own attitude toward work and ways of living increases your self-control. Your command of self is the measure of your command of life. Such study, together with whatever else will give you interest, courage, poise, an enlarged horizon, and a high, straightforward purpose, will not come amiss in the working world.

Let us turn back a moment to this matter of refusing the interview. It is not gracious to say, "Mr. Miller can't see you now, Mr. Robinson." There are diplomatic phrasings that you will learn to devise according to the occasion. The caller must not be antagonized by this refusal. It may be that you cannot give him the least encouragement for a later date. You are really turning him away, yet, unless he is an outright intruder on irrelevant business, you must send him away good-naturedly disappointed. One of the methods of the experienced secretary is to say, "If you will put your errand in writing to Mr. Miller, it will come to my desk and I shall try to call it to his attention." And perhaps she may add, "This is one of our busiest seasons and his time is closely packed with conferences that he has already taken on."

When you go with the best of intentions to your employer's desk, interrupt him, present the card that a caller has given to you, and state the errand, it is not natural to want a "No." It seems at the moment a reflection on your judgment. If your employer is given to seeming brusque, you have to take the refusal and take it as *impersonally* as possible. Do not let such occurrences wear you out. Remember that your employer is not scolding you —he is admitting to himself that he is overburdened with work and is consequently annoyed by the thought of this possible intruder. Take the answer quietly, and you will return to the eager caller in control of your voice and of clear thinking that will dismiss him without any reflection of annoyance in your manner. You can be at once firm, definite, and courteous. If you use your ingenuity, you can avoid making enemies or losing friends for your firm or your employer.

How are communications alike?—a summary. Part III of this book has been devoted to the handling of communications. At the beginning of the chapter about telegraphing and telephoning, the *dif-*

ferences between various modes of communication were shown. The following are some of the ways in which communications are *alike* from the point of view of the secretary.

Every communication starts or continues or completes a series of steps in a transaction, though a single letter or conversation may of course touch on more than one matter.

All communications demand the alert helpfulness of the secretary, whether in placing a long-distance call, or in hastening to transcribe a telegram for a messenger, or in meeting and taking a message from a caller.

The same courteous attention must hold in taking a long letter from dictation as in getting information for the employer over the telephone or in making an appointment with someone who comes in on a day when the employer is away.

Secretarial skill is needed for satisfactory typing, use of the dictating machine, filing, or wrapping a package to accompany a letter.

Care of detail is called on for reckoning the correct postage, for putting the correct address on an envelope, for calling the correct telephone number.

Many of the outstanding secretarial traits are necessary for transcribing a long memorandum, or copying a long report, or typing at length on the teletypewriter, namely: patience, judgment, accuracy, speed, and that all-inclusive trait called "intelligence."

Good routine habits are necessary to opening and date-stamping mail, to finding telephone numbers, to putting memorandums on the employer's desk, to keeping up with filing.

A ready vocabulary is essential. This includes correct pronunciation in oral communication over the telephone and with business callers; and correct spelling and choice of words in written communication—for example, when phrasing a concise telegram or deciphering a rough draft.

Good physical health that offers vigor for the day's work and good mental health that offers poise for the day's work are both essential to the able dispatch of the secretary's share in handling long-continued dictation or a concisely worded message dictated over the telephone.

Since the progress of business rests on the possibilities of communication, the secretary must be prepared, through training and constant improvement on the job, to offer everything within her power in the way of technical skill, understanding, and personality itself.

PART IV

Filing and Finding Material

CHAPTER TWELVE

THE ALPHABET HELPS THE SECRETARY

An essential helper. Week in and week out, the alphabet is one of the most helpful friends of the secretary. There are only twenty-six letters, but these in their combinations and recombinations have become the medium of our reading and our writing. If you are thoroughly familiar with your alphabet, you know that the letter *w* comes toward the end and the letter *o* comes a little after the middle of the twenty-six letters. If you wish to look up the word *wood,* you know that it will appear toward the end of the dictionary and at about the center of the *w*'s. Assuming now that you are able to turn to the word *wood* speedily, you can make use of that ability in a variety of secretarial duties, as suggested here:

WHERE YOU LOOK	WHAT YOU CAN FIND
Dictionary	Whether or not *woodcraft* is a hyphenated word
Atlas	Which map shows the town of *Woodville*
City directory	Who lives on *Wood* Street
Classified telephone directory	The telephone numbers of the leading concerns in the *wood* business
Telephone directory	The telephone number of Mr. L. M. *Wood*
Index to first lines in a book of poems	The poem beginning, *"Woodman,* spare that tree!"
File drawer of bills	The duplicate of the last bill to Edward G. *Woodberry*
Encyclopedia	The article giving information about *wood*
Index of a book	The page reference for the paragraph about General *Wood*

WHERE YOU LOOK	WHAT YOU CAN FIND
Library card catalog	The names of three books written by Frank *Woodward*
Index of a seed catalog	The page reference for the *wood lily*
Card index of members of an association	Whether George T. *Woodland* belongs to the association
Directory of a large business building	The room number of *Woodford* Brothers

Now imagine that a succession of actual duties in the office requires you to go through the above uses of the alphabet, but with a quite different word for each requirement: to find who lives at 50 *Fairfield* Street, which map shows the town of *Merrymount,* a list of concerns under the heading *Photographing Business,* the name of the latest book by T. M. *Camden,* and so on. This, you see, uses an entire alphabet sense. Not only must you find the letters *F, M, P,* and *C* readily; you must find each one of those letters in combination with other letters—the combinations reading: Fairfield, Merrymount, Photographing Business, and Camden.

Secretarial dependence on the alphabet. Watch Miss Hanson as she calls the alphabet to her aid in a swift succession of duties for her employer, Mr. Little.

Telephone directories. Mr. Little asks her to call J. P. Smith & Company. She must find the number quickly because Mr. Little is already late for an appointment. She must know where to find the long list of Smith's, but more than that, she must know where to find the letter *J* in that list and, when she is in the *J*'s, she must run her eye directly to *J. P.*

Files. Mr. Little is in a hurry for the carbon copy of his last letter to William MacDonald. Miss Hanson cannot afford the time to hunt back and forth in the file. She must go directly to the right drawer and right to the folder. Then with quick movements not only of eyes but of hands she must produce that letter from within that folder. The same quick movements must be at her command when she is filing forty letters and memorandums from yesterday's typewriting. The alphabet is at her elbow, helping every motion.

Indexes. A customer's change of address has come to Miss Han-

son's attention for the mailing list that Mr. Little expects to have kept up to date. She puts her hand almost immediately on the right card in her index drawer. Miss Hanson is also expected to handle readily the index at the back of a book, or in an atlas, or in a timetable or a catalog. She has learned that the index points to what you wish to know, if you use it intelligently.

Dictionaries. In her own small dictionary or in the unabridged dictionary, she must find words speedily. *Septennial* has been dictated in a letter. She is not sure of its spelling and it has come toward the end of a line of typing, where it must be divided. To find both spelling and division, she has the briefest possible moment, stolen from a mass of transcribing.

Encyclopedias and other reference works. When Miss Hanson looks up data for Mr. Little in a large encyclopedia, she takes down the right volume immediately, because she gauges where it will stand in its alphabetic place. Then she goes ahead as she would with her dictionary. As an alert secretary, she moves straight to the material relevant to her subject.

Lists. Long lists of names she arranges alphabetically with ease, and when Mr. Little asks whether Roy Rice is listed on the pay roll of employees or whether James Fox is on the list of members of the local Red Cross, of which Mr. Little is the treasurer, Miss Hanson does not keep him waiting for the answer. The alphabet has again befriended her.

Library catalogs. In a library from which Mr. Little needs a certain book, Miss Hanson takes a swift look along the drawers of the big card catalog and then walks directly to the *Q* drawer for the word *quarry*. Since she knows that the letter *q* is always followed by the letter *u*, she looks for the *qua* toward the front of this drawer, and soon comes to the card and the number of the book.

Easy mastery possible and necessary. This alphabet may be yours. Indeed, if you are to prove an efficient secretary, it must be yours. In order to make the alphabet your friend, you must take the necessary steps to get acquainted with it. You can then depend on it; it never changes. Here are the twenty-six letters that hold such promise:

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z

Can you look away from this page and say the letters swiftly to yourself? If not, go over them until you can. Watch for the places where you hesitate and go over the list until there are no jerks.

Now suppose that these letters were divided into four groups, as a pack of cards is divided into four suits. In the suit of diamonds no one who plays cards will hesitate as to whether the 5 of diamonds comes between the 4 and the 6, or as to whether the Queen comes between the Jack and the King. At some time the cardplayer learned to count in sequence from 1 to 10 and at some time he learned the sequence of Jack-Queen-King. He put these two pieces of information together for easy use in arranging his cards in his hand and for guidance in playing those cards. A similar ease can be acquired by the secretary who is either making an alphabetic list of words or finding a word within an alphabetic list. If she turns to a numeric file, she knows that Folder 9 comes between folders 8 and 10. If she is using an alphabetic file, she is exactly as sure that the letter *I* comes between the letters *H* and *J*.

Let us imagine that the twenty-six letters in order are divided into what we may call four "alphabetic suits." Here they are in four convenient small groups:

A B C D E F	a b c d e f
G H I J K L	g h i j k l
M N O P Q R S	m n o p q r s
T U V W X Y Z	t u v w x y z

Go over these in a sort of rhythm until you know each group as a unit. Think of your alphabet in these two ways—as a whole of twenty-six letters, and then in these four divisions in their respective order. Say these combinations over to yourself while you are dressing, and just before you go to sleep. Make a serious game of it for yourself until you get them absolutely fixed in your mind. Choose one letter; then quickly say the letter that comes just before and the one just after.

No more groping. Watch yourself or watch someone else at a large dictionary or at a telephone directory. Count how many

times the pages are shifted back and forth until the exact spot shows the desired word or name. The movements are like those made in the dark when a man is feeling his way. We speak of that man as "groping"; he cannot see the place toward which he wishes to go. It is possible to learn to see in your mind's eye exactly where you are going when you are looking for a word in its alphabetic place.

Your facility in using the alphabet depends on your own ability. You must find a telephone number quickly for a hurried employer; you must open your dictionary to the right page when you are in the midst of typing a rush letter. No one could estimate the value of good alphabet habits as a timesaver. If you watch your progress during the study of this chapter, you will be surprised to see how your precision gains. Some day when you are filing or indexing or looking in an encyclopedia, you will suddenly exclaim to yourself, "I look up things much more quickly than I used to!"

Uniform system of alphabeting. Uniformity in the use of the alphabet is indispensable to the whole business world and, in fact, to the whole reading world. Year after year the telephone directory comes out with new names added and old names removed, but always the same system of alphabeting is used, for the common convenience of all subscribers. In the same way a uniform system must be followed within an office. In filing and indexing, a secretary cannot be independent of other people or of the rules that must guide all alike. Others will use her file; others will turn to her index when she is absent or when she has gone to another position. She, in turn, will have to use the files of others. She must know the standard rules that regulate the use of the alphabet.

COMMON RULES FOR ALPHABETING[1]

1. Spotting the Key Word for Indexing and Filing

Choosing the key title. Think of each piece of correspondence or index card as belonging under the *index title* that anyone

[1] These rules are here adapted and reprinted from *The Practical Manual for Office Workers,* by Frances Avery Faunce, McGraw-Hill Book Company, Inc., 1945, pp. 101–108.

would naturally look for first. Choose for this title one of the following:

Name of the company ..... Munson Mfg. Co.
Name of the principal person, if there is no company name ..... Walter Kingston
Subject (for subject file) ..... Rivets
Place (for geographic file) ..... Detroit, Michigan

Then think of each index title as having a *key word* that anyone would naturally look for first. This key word determines the alphabetic place for the whole title. For example, your own full name would be a key title in a card index; your last name would be the key word to determine the alphabetic place in the index.

Position of the key word. For easy reference on a card or on any alphabetic list, *put the key word first,* as in a telephone directory. When you are filing correspondence or printed matter, *see the title in your mind's eye as if the key word stood first.*

In the examples of six common kinds of keying work given under the next six headings, you will see that the heavy type shows the key word or words that determine the indexing of each title among other titles.

Keying the last name of a person. Put the last name of a person in key position.

TITLES TO BE KEYED	KEYED FOR INDEXING
Mr. Grayson T. Bank	**Bank,** Grayson T.
Miss Mary Xavier	**Xavier,** Mary (Miss)

Keying titles as they stand. Index the following just as they are written:

Simple title of a firm ..... **Akron** Rubber Co.
Simple title of an organization ..... **Young** Men's Club
Simple title of an institution ..... **Fairside** Home for Children
Religious title without a surname ..... **Sister** Anna Maria

Keying titles beginning with a person's full name. If the full name of a person begins a longer title, put the last name in key position, then the given name and middle initial, followed by the rest of

TITLES TO BE KEYED	KEYED IN ALPHABETIC ORDER
Wilton H. Dana & Sons	**Dana,** Wilton H., & Sons
The Stanley P. Ernst Stores	**Ernst,** Stanley P., Stores (The)
B. M. Fitz Bros., Inc.	**Fitz,** B. M., Bros., Inc.
Daniel Zimmerman Free Clinic	**Zimmerman,** Daniel, Free Clinic

Keying the important word first. If the title begins with secondary words of description, put the key word first.

TITLES TO BE KEYED	KEYED IN ALPHABETIC ORDER
Trustees of Associated Charities	**Associated** Charities, Trustees of
Finance Committee of the Boys' Club	**Boys'** Club, Finance Committee
Estate of Alan Rhodes	**Rhodes,** Alan, Estate of
University of Vermont	**Vermont,** University of

Keying government titles by government names. Key a government title in this order: name of the government, the department, the specific branch of the department. A good example of this is found in a telephone directory, where the *Collector of Internal Revenue* is found by tracing these successive headings:

U S Government
Treasury Dept
Internal Revenue Bur of
Collector

Such a phrase as *Board of, Bureau of, Dept. of,* and *Commission of* may be put in parentheses after the word it modifies.

TITLES TO BE KEYED	KEYED IN ALPHABETIC ORDER
Probate Court of Bucks County	**Bucks** County, Probate Court of
Public Library, City of Dayton	**Dayton,** City of, Public Library
State House, Commonwealth of Massachusetts	**Massachusetts,** Commonwealth, of, State House
Registry of Motor Vehicles of New York State	**New York,** State of, Registry of Motor Vehicles

Keying by cross reference. When necessary, choose not only a main key title but also a secondary title to index as a cross reference. Do just enough cross-referencing, keying only a word or a title so important that it might be looked for first.

Make a cross reference lead directly to the main key title. Type

the cross-reference title on a separate card for a card index, with the cross-reference key word first, as shown in the illustrations below. Use the word *See* to lead back to the main title. Always let the key word of a cross reference take its alphabetic place among other titles. The method of cross-referencing in a correspondence file follows the same plan.

MAIN KEY TITLES, WITH THEIR CROSS-REFERENCE KEY TITLES

(Cross reference for a second partner's name)

Crane & Elson, Inc. ..... **Elson**
See: Crane & Elson, Inc.

(Cross reference for a married woman's name)

Ernst, Jane T. (Mrs.) ..... **Ernst, Thomas A.** (Mrs.)
See: Ernst, Jane T. (Mrs.)

(Cross reference for a former title)

Frick and Haas, Lawyers ..... **Ogden,** Frick, and Haas, Lawyers
Successors to Ogden, Frick and Haas — See: Frick and Haas, Successors

(Cross reference for the head of a concern)

Popular Grocery Stores ..... **Ziegler,** E., Prop.
E. Ziegler, Proprietor — See: Popular Grocery Stores

2. Hitting the Exact Place in the Index

Indexing titles by words that count. Look at each title for your index as a series of words. Find the key word. Note that any initial in a title counts as a word. Type commas in a keyed title to keep the sense, but ignore them while indexing.

Recognizing initials and important words. For alphabeting, count as a separate word the following:

A surname, a given name, or an initial, such as the 3 distinct parts of the keyed name, **Kirk, John F.**

Each part of the name of a firm or institution, such as the 5 distinct parts of the keyed title, **Kirk, John F., Radio Store,** or the 4 parts of **S.P.C.C.**

Ignoring unimportant words. For alphabeting, ignore the following words, typing them with commas, or in parentheses if desired:

A, an, and, &, for, of, the, for the, of the

Words of personal distinction such as these, whether abbreviated or spelled in full: **Agt., Capt., Dr., D.D., Esq., Jr., Mgr., Mayor, Miss, Mrs., Pres., Prof., Rev., Rt. Rev., 2nd, Sr., Treas.**

Light type in the keyed titles below shows which words are to be ignored in indexing:

Cornish and **Leavens Motor Co.**
Home for the **Aged**
McCord, Daniel (Dr.)
Ross the **Tailor**
Xtra Coffee Company (The)

Indexing titles word by word. Correct indexing depends on seeing the key words and arranging them in strict alphabetic order, following the exact method of a dictionary, *A* to *Z*.

All somewhat similar key names or words are bound to come close together in an index or a file; for example, all titles beginning with the key surname **Laws.** Watch carefully all your indexing of titles that begin with one or more parts alike or nearly alike.

Index together a set of titles having the same key word, by watching the spelling of word two, or of words two and three. Put the simplest form first; for example, an initial before names beginning with that initial (**Laws, B. H.** before **Laws, Bernard**). See how the neighboring titles are arranged in the following list:

KEYED AND INDEXED ALPHABETICALLY

Laws,	Laws, **Frank K.,** Dairy Co.
Laws, **B.** H.	Laws of **Franklin,** Inc.
Laws, **Bernard**	Laws & **Franks**
Laws, **Bernard L.**	Laws **Garage** (The)
Laws, **Bernard Lane**	Laws **Garage Service,** Inc.
Laws, **F.** Kenneth	Laws, **Garrick** & Moore

3. Indexing the "Mac's" and Other Common Puzzles

Here are answers to three of the most frequent questions about alphabeting—how to index prefix names, how to index abbreviated words, and how to index identical titles. In the indexed lists

of examples in this section, note that heavy type brings out the *part* of each title that determines the placement of that title among its neighbors.

Indexing the prefix names. A mistake in indexing the *Mac's* and other prefix names makes it difficult to find a card or a piece of correspondence. It will pay you to study the five sets of examples given here. These show how to weave puzzling prefix names in with simple names, as they should come in your indexes and files.

Treat as a single word a last name that includes one or more prefixes, whether the prefix is spelled with a capital or a small letter, such as **d', da, de, de la, del, di, du, l', la, le, M', Mac, Mc, O', St.** (as if spelled out as **Saint), Ten, Van, Van Der, Von, von.** Index such names in dictionary order, using the first letter of the ***prefix*** as the key to alphabeting, as shown in the lists below.

LAST NAMES AS SPELLED	INDEXED AS IF SPELLED
d' Este	**Deste**
De Felice	**Defelice**
Mac Auley	**Macauley**
MacKay	**Mackay**
McKay	**Mckay**
St. Clair	**Saintclair**
Van Der Merlen	**Vandermerlen**

EXAMPLES

Delafield, Marie (Miss)
de la Mare, Nelson
Delta Machinery Co.
Demarest, Paul
De Merritt, Stephen
d' Este, James

Lacey, F. Adelaide (Miss)
La Crosse, Nicholas
Lacy, Homer (Agt.)
La Mode Shoppe
Lamont, Emily (Mrs.)
La Montagne, Walter D.

Mabie, Raymond
MacAuley, George
Mac Auley, Katherine (Mrs.)
Macauley, Leo
Macdonald, Preston
MacDonald, Robert
Macey, Edgar (Mgr.)
MacFadden, Donald
MacIntyre, T. M.
Mack, John T.
Mackay, John L.
MacKay, John M.
MacKenzie, T. P.
Magee, Horace
M' Cauley, Andrew (Rt. Rev.)
McCarthy, John
McElroy, Daniel
Mc Elroy, Edwin

Mc Kay, John A.
McKenzie, Hugh
Mc Williams, Matthew
Mead, Roger P.

Ober, S. H.
O'Brien, Wallace
Ogden, F. T.
O'Hara, Patrick
Older, T. S., & Sons
Omaha Transportation Co.
O'Malley, James
O'Meara, Joseph

Van Buren, Una (Mrs.)
Vance Brothers, Inc.
Van de Bogert, Otis
Van Der Wyck, Louis
Vanity Box
Von Berg, Frederic
Vonda Service Bureau
von Detten Hotel (The)

Indexing abbreviations that count as full words. *Treat as if spelled in full* such abbreviated words as those spelled out below. Think of

Assn.	as	**Association**
Bros.	as	**Brothers**
Co.	as	**Company**
Corp.	as	**Corporation**
Ft.	as	**Fort**
48th (Forty-eighth)	as	**Fortyeighth**
Geo.	as	**George**
Inc.	as	**Incorporated**
Ltd.	as	**Limited**
Mfg.	as	**Manufacturing**
Mt.	as	**Mount**
N. Y.	as	**New York**
St.	as	**Saint**
20th	as	**Twentieth**
Wm.	as	**William**

When indexing, spell out, in your mind's eye, such abbreviations as those listed above. In the typical titles below, for example, *Cornish, Ltd.* should be seen as if written *Cornish, Limited.*

GROUPS INDEXED IN ALPHABETIC ORDER

Cornish **Leather** Store
Cornish, **Ltd.**
Cornish, **Little** & Mann

Firestone, Lawton P.
First Street Metal Shop
48th Street Social Center
42nd St. Clothiers
Gray, **Collins** & Fiske
Gray **Co.**
Gray **Corp.**
Gray & **Corrs** Motor Works

GROUPS INDEXED IN ALPHABETIC ORDER

King **Brotherhood**
King **Bros.**
King, **Brotherton** & Ames

N. Y. Market, Inc.
New Zealand Shipping Co.

Nesbit, T. K.
N. Y. Jewelry Co.
New York Life Insurance Co.

Sage, David
St. Clair, Thomas
Saks Antique Store

Indexing identical titles. Index two or more identical titles together in one of the following ways:

THE SAME COMPANY NAME OR PERSONAL NAME INDEXED ALPHABETICALLY BY CITIES

Kaan Paper Co.
2000 West Ave.
Chicago 3, Ill.

La Farge, John
55 Vane St.
Pittsburgh 16, Pa.

Kaan Paper Co.
451 Boulder St.
Denver 6, Colo.

La Farge, John
4 Ames St.
Rochester 10, N. Y.

Kaan Paper Co.
66 Palm St.
Norfolk 2, Va.

La Farge, John
89 Fork St.
Washington 7, D. C.

THE SAME NAME IN THE SAME CITY INDEXED ALPHABETICALLY BY STREETS

McHenry, Edward M.
34 **Allen** St.
Hartford 5, Conn.

McHenry, Edward M.
570 **Charles** Rd.
Hartford 5, Conn.

McHenry, Edward M.
2 **Ware** Ave.
Hartford 5, Conn.

THE SAME NAME ON THE SAME STREET INDEXED NUMERICALLY BY STREET NUMBERS

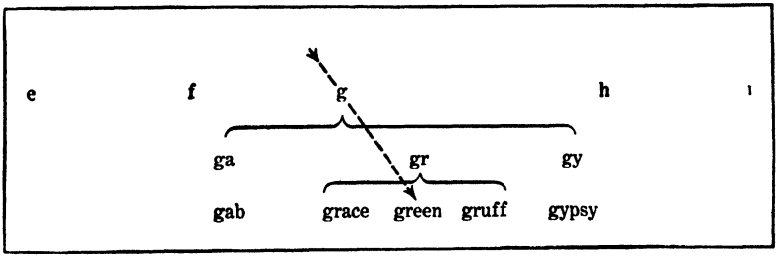
O'Leary, James
56 Central St.
Los Angeles 19, Calif.

O'Leary, James
541 Central St.
Los Angeles 19, Calif.

O'Leary, James
1020 Central St.
Los Angeles 19, Calif.

Let the alphabet speak for itself. When you start to look for a name or a word that is in its right alphabetic place, the alphabet speaks for itself in two definite ways at once.

The leader letter. If you need to find the name Green in a telephone directory, your eyes and hands start directly for the G group in its relation to the alphabet as a whole. This is the *leader* letter speaking. It calls you along the tops of the pages straight to the group that lies between the *F* group and the *H* group and thus gives you your first indication of direction.



Routing eyes and hands direct to the word *green*. When starting to find the word *green*, the secretary goes direct to the combination letters *gre*.

The combination letters. But this leader letter does not speak alone. The *combination* letters that follow speak for you to turn directly to them *within* that big G group, with one and the same motion. That letter *r* calls out for you not to waste time turning to the beginning of the G group, where you would find the name *Gay* or *Gale*. That *r* speaks for you to turn toward the end of the G group with your very first motion. The secretary responds to the *leader call* and the *combination call* both at once, so that she turns not only to the right initial letter of her word *Green* but to the general neighborhood of the succeeding combination of letters. If she looks up the word *green* in a large encyclopedia, she goes even farther than the second letter of her word for her direct call. She keeps in mind not only that the *gr* combination leads toward the close of the *g* group, but that the *gre* combination leads toward the middle of that *gr* group. That is, the word *green* lies about midway between the *grace* end and the *gruff* end. So she does not grope through the wrong end of the *gr*'s with waste of time and patience. She routes eyes and hands direct to the

gre combination. The diagram on page 213 shows how she chooses first her letter *g*, then the center of her *gr* combination.

Find *green* in your dictionary so that you will see by experience just how this diagram works out as you handle the pages. Now choose one word after another from this book and drill yourself in finding a word in its exact alphabetic place with the least possible waste of motion. While you take this exercise, be sure to keep in mind the combination letters as they lie within the pages of the leader letter.

Guides for the alphabetic hunt. Orderly minds of the past have devised guides to help in alphabetic finding, and we shall see how the eye of the secretary catches these guides and follows them as she selects the quickest route to her desired word or name. Among the most usual guideposts for immediate direction of eye and hand are

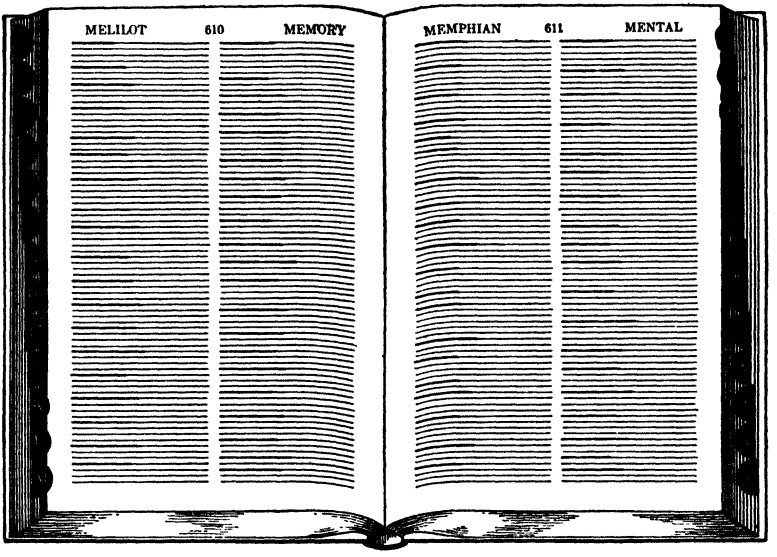
1. The thumb index
2. The page guide and the column guide
3. The index guide and the file guide
4. The drawer guide
5. The volume guide
6. The book index

Guide 1: The thumb index. The index letters may be cut back into the pages of a dictionary, or they may be in the form of alphabetic tabs. In either case, they form what is called a "thumb index," because they make convenient use of the thumb as the hands start to manipulate the book. Look at the indented thumb index of a desk dictionary. Notice that the first thirteen letters are ready for the use of the left thumb; the remaining thirteen are convenient for the right thumb.

Practice quick opening at various letters as your mind chooses them at random, using the proper thumb in each case. Make both hands share the work of laying the book open. If you find a vague sluggishness about your approach to any of the letters, turn back in this book and give further study to the alphabet, both as a whole and as grouped in four convenient divisions. Try this also on an unabridged dictionary. This will take two sure hands, because the pages naturally move in heavier masses than in the

smaller book and your fingers must be in absolute control, so that the bulk of the volume does not swerve you from your main direction. The first motion to find the word *green* should be that of your left thumb to the thumb index for G.

Guide 2: The page guide and the column guide. In a dictionary or an encyclopedia having one or more columns of text on a page,



The secretary's desk dictionary open midway. If the secretary is thoroughly familiar with the alphabet, she can find words with dispatch by intelligent use of the thumb index and the column guides.

guide words are printed at the top of the page as an index of what is covered there. For instance, for the four columns from a desk dictionary illustrated on this page the guide words mean:

FIRST WORD ON PAGE	PAGE	LAST WORD ON PAGE
MELILOT	610	MEMORY
MEMPHIAN	611	MENTAL

Study the illustration with the legend below it, to see how the experienced secretary lets these guides befriend her. It is for this purpose that they are printed there. She knows that on page 610 she will find all words between those two guide words, for example: *mellow, melody, melt, member, memorandum.* Notice how

all these words fit in alphabetically between those guides. On the other hand, if she is heading for the word *mend*, she swiftly realizes that the next page, with the guide words MEMPHIAN and MENTAL, must include the *m-e-n-d*. If she is searching for the word *green*, she will find it between her two page guides GRAYBACK and GREENBACK.

Now these guides are planned and printed with accuracy, not for ornamental purposes but for your use. One of the vital advantages of forming the page-guide habit comes to the secretary when she is in haste to find a telephone number, especially in a large city dictionary. Here is where the slogan "No more groping" is lived up to by means of a working grasp of these page-guide words. In the telephone directory these guides may consist of the first three letters of the first and of the last name on the page, or of the names in full. For instance, the *Green* names may begin on a page headed *GRA-GRE*, and may run onto a page headed *GRE-GRE*, where the names *Greenbaum*, *Greenberg*, and *Greene* also appear in their places.

The print of these top-of-the-page guides is large and clear; the telephone company intends to make them as convenient for the eye as possible. Yet, if you watch a succession of people come to a group of public pay telephones, you will usually see the majority grope up and down the columns of more than one page, neglecting the help that the guides would give in saving time, eyesight, and patience. These last three are important commodities in the daily life of the secretary, especially as the question of time may involve not only her minutes but the minutes of an employer who is waiting for her to put in a call. Drill in the efficient use of the telephone book is particularly important for the many girls whose positions may involve some switchboard work, either regularly or as substitutes. When buzzers and lights are keeping a switchboard operator busy, by way of example, she must be quick to find the telephone number for which the president of the company may ask. Moments wasted for him make significant money loss to the concern, and she must hasten to respond to other lights that have come on.

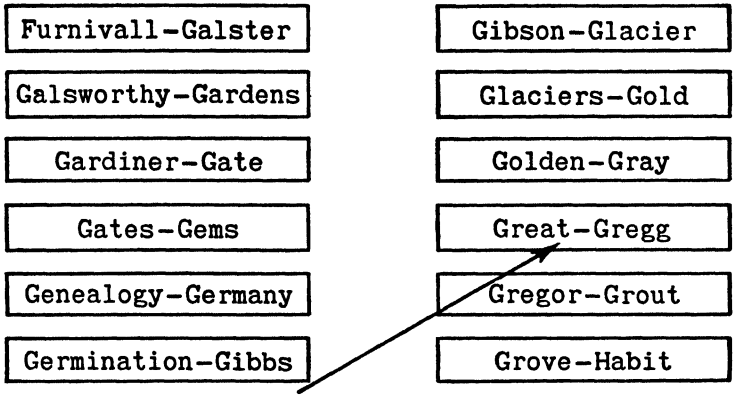
Guide 3: The index guide and the file guide. The guide cards in a card index or a card catalog and the guides and folder tabs of

a vertical file serve the same purpose of alphabetic division. A small index or file requires guides for the main divisions of the alphabet only—twenty-six guides for what we have called the "leader letter" of each group. The expanded index or file has more guides, to aid the eye and direct the motions of both hands to the leader letter in combination with other letters. For instance, in a small index you will find your card for *Green,* behind a main guide card lettered *G.* In a larger index, however, the guide cards for the *G* group may be two, reading *Ga* and *Go;* there you will find your card for *Green* toward the end of the *Go* group. In a still larger index, the guides may read *Ga, Gi, Go, Gr,* and there your card will of course be found behind the *Gr* combination.

These same principles hold, as you know, for the guides and the folder tabs of the vertical correspondence file. When the secretary needs her correspondence with Mr. Green, she uses her left hand to hold the *Go* folder forward in her file while she takes her *Gr* folder firmly between her right thumb and fingers and lifts it out. Her motions must be purposeful and deft, and directed by an alert and unerring eye. If the wrong folder is taken out first, it must be replaced and the right one taken, making three motions instead of one.

Guide 4: The drawer guide. In the active course of affairs, an alphabetic collection of cards or papers outgrows one drawer. For this reason an index drawer or a filing drawer has on its face a small metal frame for a card to indicate what share of the alphabet that drawer includes. This drawer guide is the secretary's first thought when she starts toward her file or index. She makes a beeline to exactly the right drawer. She becomes familiar with the general location of a certain letter of the alphabet, according to the size of her file. If you watch a stranger come to your own file in an office, you may see her lift her right hand with a vague motion of hesitation as her eye runs along the drawer labels. You, on the contrary, would step directly to the desired drawer, for which you have printed a clear, correct guide. Such drawer guides are used on the vertical correspondence file, the file for legal documents, the file of stencils for mailing lists, the card index, and the card catalog. No matter what the shape or size of the drawer, this label is necessary to give the first indication of direction.

Let us take the familiar word *green* again. Suppose that your employer sends you to the public library for the book entitled *Green Trails and Upland Pastures,* from which he wishes to quote in an address you are about to copy for him. As you head for the *Green* drawer in the card catalog, you do not start at the extreme left, where you know the *A*'s would be located. You let your eye catch a drawer guide somewhat farther along in the catalog, where



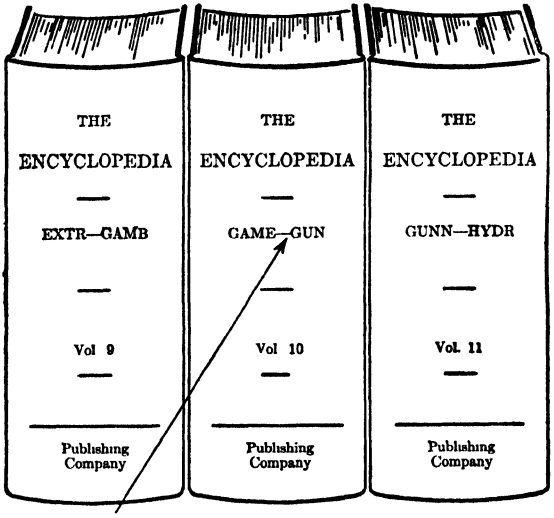
In a library catalog the secretary goes direct to the *Green* drawer by choosing immediately the right one of the twelve drawer guides to the *G* cards.

you think the *G* drawers must be. Moreover, if this is a large catalog, you step toward the last of the *G* drawers, where the *Gr* drawers must be. Study the catalog drawer guides in the illustration on this page, which shows two six-drawer sections of a library list. Imagine that your eye must guide the direction of your feet and then your hands to the drawer containing the card for the book about *Green Trails,* and with the minimum of motion. Notice also that each drawer label gives the key to the first card and the last card in its drawer, just as the illustrative guide line at the top of your telephone directory page showed *GRA–GRE* and at the top of your dictionary page showed GRAYBACK–GREENBACK.

Guide 5: the volume guide. When the secretary is required to do reference work, she often turns for information to a many-volumed encyclopedia. *The Encyclopaedia Britannica* is a standard work, having some twenty-four volumes. Each one has what

is called a "shelfback." This is the part of the binding of a book that you can see as it stands with other books on a shelf.

Suppose, this time, that the secretary needs to find our word *green* in the encyclopedia. This page shows the three volume guides on three typical shelfbacks that include the *G*'s. Notice, as with the drawer guides of the catalog, that the secretary does not walk along the shelf from the *A* volume but goes directly to Vol-



In referring to an encycolpedia the secretary goes direct to the *Green* volume.

ume 10, on which the guide shows that the first word is *GAME* and the last word *GUN*. Her alphabetic sense knows that the word *green* comes between those two words. Further than this, she knows that when she has taken down the right volume the word *green* will be found well toward the close of the *GAME–GUN* volume. In fact, in such a volume, having 988 pages in all, the word *green* actually does appear on page 851.

This forms a true example of the fact that these guides are ready to help the secretary who knows her alphabet—whether they appear as drawer labels, tabs of guide cards and folders in a file, or volume indicators.

Guide 6: The book index. A simple alphabetic arrangement of topics and other references to be found within the covers of a

book forms a guide or, as it is usually called, an index to the contents of that book. Not only for this book, but for any book in which you need to find a definite point of information, your alphabet will help you to the exact page through the intelligent use of a well-arranged index. Here we find a different kind of guide for the eye. The printer sets each alphabetic group off from the next by a white space. Sometimes this space contains the leader letter of the group to follow. Look at the indexes of several books until you find one with the leader letter *G* centered to show where the *G*'s begin. Notice also where the *G*'s end, giving place to the *H* group. Usually the alphabetic index is printed at the back of the book. In the *World Almanac*, which you will find filled with a wide variety of facts, the index is at the front of the book. Here you will see the letter *G* heading the *G* group of index information.

When you look up a reference in a book of quotations or an anthology of verse, you usually find two indexes. One gives the author; the other gives the title or the first line. Here, again, a white space marks off each alphabetic group, so that the eye quickly determines where a certain group lies. Toward the end of the *G* group of authors you will find: "Green, A. K." Toward the end of the *G* group of quotations you will see: "Green things growing. . . ."

In handling books and bound catalogs for specific information, the secretary becomes what we call "index-minded." In other words, her first thought is, What key word in the index will guide me most directly to the one fact I need to find? In the index of a grocer's paper-covered price list, a variation of the familiar *green* will be found in *Greens,* appearing alphabetically:

Grape Juice
Greens
Grenadine

When she is looking up the train connections for a long itinerary for her employer's business trip, the secretary does not grope back and forth through her timetables until the names of certain railroad lines or cities catch her eye. In each timetable she turns

direct to the alphabetic index, which shows in what sections of that table the desired town or city is listed.

Summary of alphabetic guides. Let us look back to see how the alphabet controls the six guides that we have been studying. Notice the variety of guides, as to both purpose and method of use. We have variety in shapes and sizes of drawers, in shapes and sizes and contents of books — but this one-and-the-same alphabet is the key to the orderly use of the information that they all contain. We have the leader letter for an alphabet group on the front of a drawer, at the head of a column in a book, or on the tab of a file guide. We have the leader letter with combination letters at the head of a page in a dictionary or a telephone directory, or on the tab of a divisional folder in a file, or on the shelfback of a volume of an encyclopedia. What we have to rely on in all these instances is our unchanging friend, the alphabet.

The "touch system" of alphabetic finding. Do you remember your early days of typewriting, when you were learning the relative position of each letter on your keyboard? Your typewriter keys offered the alphabet for your use, but in a special arrangement. You have long since become so familiar with this that your fingers reach without the slightest hesitation for an *e* or a *u*. And more than that, your fingers flash over the keyboard when you are writing familiar words, such as *the*. On your typewriter you touch naturally and accurately not only individual letters but sequences of letters. You have mastered the touch system.

Now what may be called the "touch system" of alphabetic finding demands that the hands reach out naturally and accurately, not only toward individual letters but also toward sequences of letters. That is what we have been studying in our consideration of the word *green* as found in many kinds of places, but always in its alphabetic place. All the fingers and both thumbs do their full share of work, although they are here directly guided by the eye, which is not true in the touch system of typewriting. The efficient use of the hands is the response to the alert use of the eyes.

Usefulness of figures. Figures in their order make up another friend for the secretary. In fact, figures and the letters of the alphabet are often friendly to each other. For instance, orderly com-

binations of figures and letters are used in certain states for automobile registration numbers, such as X51234 and RP502. Here the use of letters with the figures gives a wide range for identification. Telephone numbers for party lines often use letters in combination with figures: 4519-J, 1162-W. Numeric filing depends first on figures, which indicate the order of folders, and second on the letters of the alphabet, which guide the filing of cards as an index to the numeric folders. In various ways the intelligent secretary devises for her own purposes such letter-number combinations as may produce the greatest sense of order in what she has to handle.

Here is a simple illustration of the combined use of letters and figures, as related to a secretarial duty. Every morning Mr. Acton of the George Acton Company, real estate dealers, has a copy of *The New York Times* delivered to his office, and he expects to find the real estate page cut out and on his desk with the mail that his secretary has opened. Miss Ray has learned where to find the index to the contents of this newspaper and she turns directly to this. Even though she knows in general where the real estate news will be found, she has learned by experience that she wastes time if she searches the pages direct, without use of the index. Not only does it take time to hunt, but her eye often catches some item of interest and she finds that, quite unintentionally, she is delaying her morning's work by actually reading the item. Notice the index in a newspaper such as Miss Ray would use. You will find that the items are in alphabetic order, probably running down a first and then a second column. Notice that this alphabetic index depends for its usefulness on the page numbers of the newspaper as a whole, so that you have an orderly list by letters working with an orderly list by numbers. This is typical of the cooperation possible between letters and figures.

Following are four specific uses of figures, or of figures and letters combined, which work for clearness and so for convenience: numbering points, arranging an index, numbering for identification, and using the dial telephone. These all have the one purpose of setting items in orderly sequence, so that any one item may be readily found among the rest.

Numbering points. You will have noticed that often in a book points are numbered so that each point will stand out by itself,

yet the whole series of points, bearing a common relation to the topic, will be seen to be a unit. The numbering of points is a simple but significant device used in correspondence or in the presentation of data in reports. Figures, as we say, make facts or related groups of facts "stand out." Both figures and letters of the alphabet are useful to the eye in this way. The secretary should observe the uses of Arabic and Roman numerals and of small and capital letters.

Arranging an index. We have already studied the usefulness of the alphabet for indexes in books, bound catalogs, and so forth. Now that we are considering the usefulness of figures, we see that such indexes would be idle lists of words if the page references were not given by number as an orderly guide. As a simple illustration, look in the index of this book for the word *alphabet.* Use your best technique for going directly to this word. The figures there show what pages make up this chapter about the alphabet, and give scattered references as well. By co-operative use of your letters and your figures, your index is thus made into a detailed guide to specific information.

A simple illustration of the use of the indexing method is found in large business or professional buildings, where there is a framed directory in the lower hallway, usually near the elevator. The names of people or concerns are listed alphabetically, each with a room number or a floor number. When you go to such a building, give yourself a personal test of speed in finding the name of the person or the company desired. Note the number of the room and when you step into the elevator, ask for the right floor. When you step out, use your number sense to help direct you down the corridor in the right direction, straight to the door you wish to find.

The map index in an atlas shows a fine use of numbers and letters in combination. As you know, when the map is divided into squares, each square has along the edges of the page its own number and its own letter. Each map as a whole has its number or its page number. If, then, the secretary needs to find out for Mr. Laws the exact location of the small town of Conrad, she turns as directly as possible to *Conrad* in the *C* section of the index. There she will find the map reference given by a combination of

letters with figures, such as 30-C4, meaning map page 30, square marked *C* vertically and 4 horizontally.

Numbering for identification. We have already observed that figures and letters are useful to identify an automobile for registration and to identify a subscriber's telephone. Almost every line of business has its needs for figures as a handle for identification. The following gives a wide range of illustrations:

Insurance policies are numbered in order of their issue.

Books in a library are "numbered," usually by what is known as the Dewey decimal system, which uses not only numbers but letters of the alphabet in combination.

Manuscripts have the pages numbered, and additional pages to be inserted are identified by use of numbers and letters in combination. For instance, two pages inserted between pages 7 and 8 would be identified as pages 7a and 7b.

Purchase orders may run from A-1 to A-1000 and then begin with B-1 to B-1000, these numbers being used for reference in checking delivery and in verifying bills.

Code numbers identify work orders in large concerns; for instance, an order to be put through by a carpenter might be numbered 1151; additional orders in connection with that same job might be added as 1151-A, 1151-B, etc., making a convenient identification to check the cost card showing labor and material used for that job and the total cost to the concern.

Running data may be kept by number combinations, for example: Subject 1 to run on pages 100–1, 100–2, 100–3, etc. Subject 2 to run on pages 200–1, 200–2, 200–3, etc.

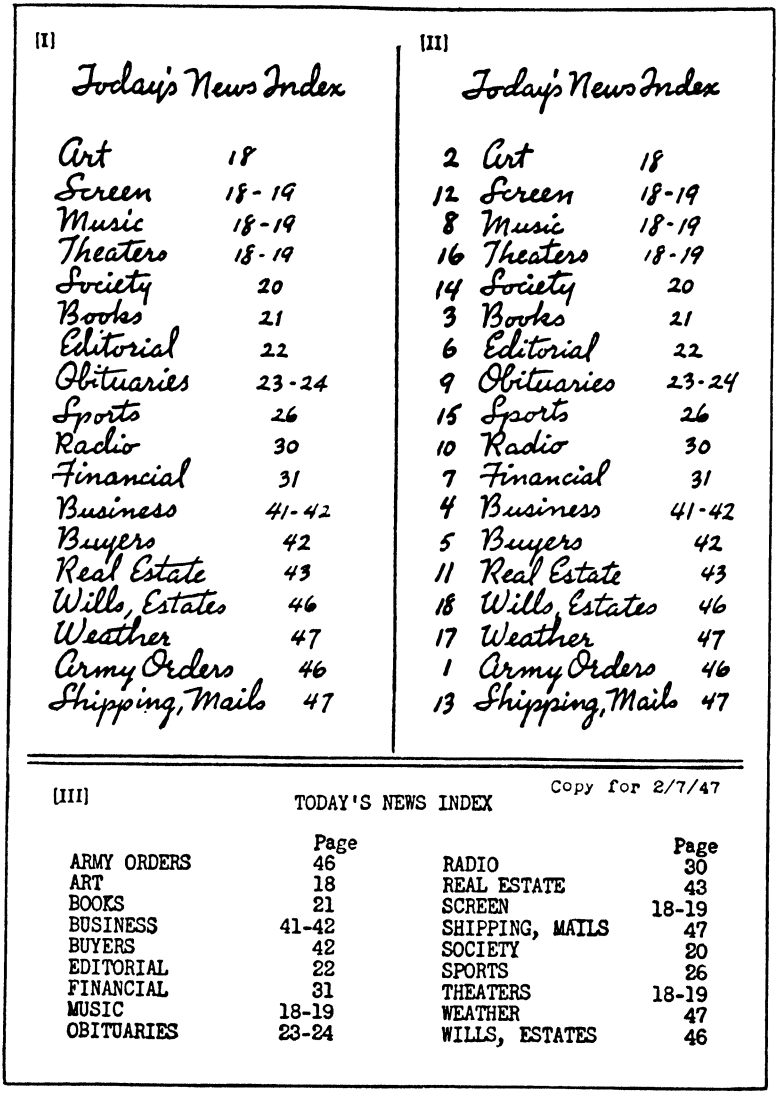
Using the dial telephone. The dial telephone is an important illustration of the union of figures and letters for the direct service of the secretary. Anyone who makes many local calls can save much time by being able to call parties direct, without depending on the medium of an operator. The secretary must be able to find the letters and figures readily. We have said that much time can be saved by the use of the dial telephone, but it can be saved only when the secretary manipulates her dial quickly and accurately. Accurate she must be in the first place in her knowledge of the number she is to call. Accurate she must be in the second place in dialing that number. Inaccuracy in dialing rings the

wrong telephone, and therefore the wrong person. It is an error similar to giving a central operator the wrong number. Obviously, this wastes time and also intrudes on some stranger who has every right to be irritated at your mistake.

How to assemble items in alphabetic order. The necessity of assembling material in alphabetic order for card indexes and files is only one of the many calls upon the secretary for her *alphabetic ingenuity in arranging and keeping arranged* various useful lists. For instance, the pay roll as listed for the paymaster or the treasurer of a concern may be drawn up in alphabetic order of names. An employer who is president of a civic organization may wish the names of the entire membership arranged in alphabetic order. It may prove necessary to draw up alphabetically a list of certain regular supplies, in order to tabulate monthly expense for each kind. The kinds of insurance carried by an agency, or drugs on special sale at a wholesale house, may need to be put in alphabetic order for an advertising circular.

No matter what the commodity, no matter whether the list involves proper names or not, the procedure for setting miscellaneous items in alphabetic order is the same. First, a rough list is compiled, regardless of alphabetic order. Second, the secretary, using a colored pencil, numbers the items as they would come in an alphabetic list. She begins by looking for the *A*'s (if there are any) and then in the *A*'s for the *Ab*'s (if there are any). When she has a figure beside each item, she begins to type, copying the item she numbered 1 first, 2 second, until she has finished her list.

A study of page 226 can be made to follow this procedure, step by step, with a secretary in the office of a newspaper publishing company. The rough handwritten list marked [I] is before her to be rearranged in alphabetic order and then to be copied as it will appear in the paper. This list was made by going through the paper page by page and putting down the topics as they appeared. In order to make this list into a useful index for the reader, the alphabet must be called in. The secretary in running her eye down the list catches two *A* words, which she quickly numbers 1 and 2 in their proper inner alphabetic sequence: *Army Orders* and *Art* (see [II]). Her *B*'s are 3, 4, and 5; she finds no *C*'s or *D*'s and only one *E*. Marking the *E* 6, the secretary goes



[I]

Today's News Index

Art	18
Screen	18-19
Music	18-19
Theaters	18-19
Society	20
Books	21
Editorial	22
Obituaries	23-24
Sports	26
Radio	30
Financial	31
Business	41-42
Buyers	42
Real Estate	43
Wills, Estates	46
Weather	47
Army Orders	46
Shipping, Mails	47

[II]

Today's News Index

2	Art	18
12	Screen	18-19
8	Music	18-19
16	Theaters	18-19
14	Society	20
3	Books	21
6	Editorial	22
9	Obituaries	23-24
15	Sports	26
10	Radio	30
7	Financial	31
4	Business	41-42
5	Buyers	42
11	Real Estate	43
18	Wills, Estates	46
17	Weather	47
1	Army Orders	46
13	Shipping, Mails	47

[III]

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TODAY'S NEWS INDEX

	Page		Page
ARMY ORDERS	46	RADIO	30
ART	18	REAL ESTATE	43
BOOKS	21	SCREEN	18-19
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BUYERS	42	SOCIETY	20
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Figures help the secretary to alphabet a list. (I) Handwritten newspaper index listed in order of page references. (II) The same list with pencilled figures entered at the left (preferably in color) in preparation for alphabetic copying. (III) Final list as typed in alphabetic arrangement by following the rough figures in order.

on through to her number 18, *letting her eye then glance down the whole column to make sure that nothing has been omitted.*

Copying this can now go smoothly (see [III]), yet notice how many claims even so slight a duty makes on the attention of the secretary.

1. Her first thought is to put in the right-hand corner the date of this copy, because the word *Today* is not specific enough, and she has the dating habit thoroughly developed.
2. Her acquaintance with this newspaper tells her to arrange the items in two columns for the typesetter. She sees immediately that her first column should list nine of the eighteen items.
3. She keeps an attentive eye on her rough figures, which guide her order in typing, until she has copied the eighteenth. She also keeps an observant eye on the page numbers opposite each item and, *before removing her copy from the typewriter, checks through the entire list,* which must be without a flaw, as no one will run through it after her. She is responsible for the list as it will appear on the printed page—in many thousands of papers.
4. Notice that the secretary does not now lay this copy idly on her desk. This is an important step in the preparation of copy for the issue of February 7, and she makes proper delivery to the next responsible person.

Uniform order in the office. Most of this chapter has been devoted to the way in which items of many kinds are traced to their proper alphabetic or numeric place. It is, of course, true that these are the very methods that guide the person who *arranges* in alphabetic sequence lists or indexes or files or printed or typed matter. *Some responsible human being puts these words in their right places; they do not fall into order of their own accord.* This, as we have seen in a few instances, is a frequent responsibility of the secretary.

The relation between putting a thing away where it belongs and finding it where it has been put is one that we use constantly. If you regularly put your stockings in your top drawer, you will regularly find them there. Order is a principle that works both ways. If you are required in an office to keep a card index of the names on the pay roll, you will *find* a card in its right alphabetic place, provided that you have *put* it in that right alphabetic place.

Now suppose that your employer himself wishes to run through that card index for certain information. He, too, will find any card in its right alphabetic order *if you have put it there.* The alphabet befriends all alike, and familiarity with its usefulness throughout an office staff makes for uniformity in the order of that office.

One of the secretary's responsibilities toward the alphabetic system prevailing in her office finds practice in putting a folder in its right place. A second, and very important, responsibility is that of putting the folder *back* in its right place when she or another person has had it out for use. She must keep up with her work, so that filing and indexing do not lag and so that whatever should be found in alphabetic order is put there without delay. Needless to say, she must be quick, sure with the motions of her hands, and willing to look. She needs a sense of values, so that she will not feel scornful about hunting for small things. Many of the traits most necessary to the secretary from the point of view of the paying employer find exercise when what may be called "alphabet sense" is used. They include memory, orderliness, interest, judgment, patience, initiative, adaptability, speed, and that all-embracing trait, efficiency.

CHAPTER THIRTEEN

THE PRINCIPLES OF FILING

Files receive and give out. No matter what the employer needs—and needs instantly—the efficient secretary must be able to respond in the spirit of the three words, "Here it is!" She does not hide papers away; she files them where they can be found. And *she files them not only where she herself will readily lay her hand on them, but where others will naturally look when she is not available.* She keeps up with her filing by establishing the habit of filing finished papers at some time each day.

Remember always that your file serves two purposes. It takes matter out of the way today and gives it back when it is wanted.

For today. Your file takes out of the way papers that are not in process of being used and that do not need to be held out for follow-up work. Let us say that an answer has been made to Mr. Leibman's inquiry about the care of shrubbery. His letter and the carbon copy of your employer's reply are then filed. So far as the present is concerned, they are cleared away.

For tomorrow. For tomorrow, or next week, or next year—whenever the need arises—your file must stand ready to give back Mr. Leibman's inquiry about the care of shrubbery. *Anyone who goes to your file* at that time must be able to find the letter quickly.

Your file must not be used as an unorganized catchall, must not serve as a device for just pushing papers out of the way. A file reflects like a mirror; it gives back to you what you give to it. Careful filing will allow you to go to your file with confidence. You are transcribing a letter. You must take time out to find something that is asked for. While you are hunting, your transcription stays just where you stopped. None of the day's work gets accomplished during the hunt. The more accurate your filing, the more quickly you will get back to your typewriter and make up for the necessary interruption. Keep in mind that *correct filing leads to quick finding.* The question uppermost in your mind should not

be, Where shall I *file* this? but Where should I *expect* to *find* this? That foresight is the first key to filing as a secretarial skill.

Filing adapted to your own position. This book, *Secretarial Efficiency,* cannot give complete training in filing, which is a skill in itself, like typewriting and shorthand. It will, however, devote some space to a review of a few important principles. You should know how to handle intelligently the filing, cross-referencing, and finding of correspondence and other data. An employer naturally assumes that an applicant for a secretarial position must be thoroughly familiar with the ordinary routine of filing. You should take to any position an adaptable knowledge of this science.

Most filing is done by the alphabetic method; but no matter what method you use—whether a numeric or a geographic or even a sound system—you cannot get away from the necessity of the alphabet. You must be accurate and quick in your manipulation of alphabetic order. This is the all-embracing principle of filing.

In a new position one of your chief functions may be to keep the file in active trim—a file that is, as yet, strange to you in regard to its contents. Think for a moment what is demanded. You will have to discover for yourself whether the ordinary system of alphabetic filing is in use; you will have to read swiftly each strange paper and to judge where it should be filed; you will have to mark each one properly for filing and, at the same time, to grasp the nature of the business and the nature of its correspondence.

It is true that you may go into a concern where there is a central filing department, which files your correspondence and from which you recall what may be needed. There are thousands of positions, however, in which the secretary cares for her own filing, and you should be prepared to serve as your own file clerk. You must understand how to go ahead independently to mark, or "code," papers for your file.

When you enter a position, you may find a well-established system of files and someone may explain it to you; or you may have to discover for yourself what methods your predecessor has been using. If you have acquired a ready use of the alphabet, if you understand the general principles of filing and have learned to follow those principles with precision, you will be able to apply

them in any office. A representative of the company whose filing equipment you find in use may help you. But you should be prepared to master your own problem within the first few days of your service in a new position.

Files and indexes vary for specific uses. The secretary should be intelligent about their possibilities and resourceful in her adjustment of them to the needs of her office. Do not limit your idea of filing to the ordinary vertical file. Such correspondence files are universal and essential, but your employer may need something different in the way of filing and card indexing. *Very diverse things must be kept in alphabetic or numeric order for immediate reference in different offices*—for example, the following:

OFFICE	FILED REFERENCE MATTER
Architect	Blueprints, drawings, specifications
Music store	Sheet music, phonograph records
Hospital	X-ray negatives
Photographer	Plates, proofs
Bank	Statements of checking accounts
Lawyer	Documents
Dentist	Oral examination cards
Scientist	Bulletins and periodicals

The prospective secretary can have little or no certainty as to the type of business she may be so fortunate as to enter. She must, therefore, arm herself with standard principles and have the imagination and judgment to apply those principles to the orderly care of whatever is entrusted to her. Reference books in your employer's business or professional library may be so many that a card index is required. Books and cards should be kept in their exact places. Bound reports, bulletins, and periodicals may be kept upright, with the latest date of a series to the right on the shelf. Or a set of magazines may be laid flat, with the latest issue on top. It is the secretary's duty to keep a series complete, because a mislaid number may be the very number needed for reference. Magazine and newspaper clippings that are mounted for a scrapbook or for folders of informative data must be kept with this same high sense of order.

The file has the answers. The file answers many questions for

both you and your employer. When you wish a special address, you ask your file for it, and there it is. Or you try to recall how your employer instructed you to set up the sheet of data for last month's meeting of a certain committee. Your file will show this, and you proceed to duplicate that setup for the present month's meeting. Or you may be ready to type the complimentary closing of a business letter to a man whom your employer knows well personally. You know that this letter must be perfect in every detail. How, then, does that man sign his letter to your employer? You go to your file and find that twice recently he has used "Cordially yours." This is sufficient guide for your reply to him, and you type those words in return.

The file holds in many particulars the patterns for what we call "office precedent." What has preceded is sometimes improved on, yet it is often followed in careful detail. If you go to a position where there is no employee of longer standing who can show you how pieces of work have been done, and your employer has not time to go into small matters with you, you should *inquire of your file.* Be on the alert to learn how filing has been done. When you are in doubt as to how to go ahead, there are four possible procedures:

Ask your employer at the time he gives you the piece of work, if you can, or interrupt him later if it is really necessary.
Ask some other supervisor or some fellow employee, if this is not an intrusion on his or her work.
Go to your file and find out from past record there.
Use your own best judgment.

The last two, of course, mark you as an independent worker—one who thinks for herself. When you need an answer to a question about a word, you turn to a dictionary or an encyclopedia. When you need an answer to a question about a fact of previous business in your office, you turn to your file. You should think of your file as a great reference work, to which you are constantly adding by filing the latest written items in their orderly place.

The file tells the whole story to date. In time, the transactions that are watched in detail from day to day find their places in the file, to which you may turn at any moment to find either the whole

story or the story as far as it has gone. Those words *at any moment* are important to you. Your filing must be kept up to the minute. When a letter is wanted, it should be found immediately in its place in the file—not lingering in an overflowing basket of unfiled papers. An employer cannot afford to wait, nor can a secretary afford to take the time, while a search is made through unsorted miscellany. You, as a secretary, should determine to follow the motto: I will find time daily to keep up with my filing. That is the only way to be assured that at any moment you will be able to find in your file the whole story to date.

The route of a single letter. Filing demands the secretary's attention to the route for each letter or memorandum or circular. Any individual sheet of paper may be needed, and it should therefore be where it belongs. Let us follow the possible route of one more or less typical letter.

1. The secretary opens, date-stamps, reads, and places, it on her employer's desk.
2. The dictation of a reply is taken, through her notebook or a dictating machine.
3. The secretary transcribes the reply, with one carbon copy.
4. She notices that each item in the original letter has been taken care of, and checks the paragraphs off to release it for the file.
5. When the reply has been signed and made ready for the mail, she clips the carbon copy to the original letter as received, marking them both with an *F* to show that they are ready for the file, and places them in her filing basket.
6. When she is catching up with her filing, the secretary indexes these two for filing by underlining in red the name on the letterhead of the original letter, and the identical name on the carbon copy of the reply.
7. She keeps these two together, with the carbon copy on top, because it bears the later date.
8. If there is a subject or some proper name to which this should be cross-referenced, she makes out her cross-reference sheet with the date.
9. When she sorts all the papers that are thus prepared for the file into alphabetic piles, she sees that the letter and the carbon copy are headed for their proper folder and the cross-reference sheet for its folder.

10. When the original letter is later needed by her employer, she goes to its folder and fills in a dated out-sheet to substitute for it.
11. When he has finished using the letter, she puts it in her filing basket and again sorts it into the correct pile, so that she turns to that folder again, removes the out-sheet, and replaces the letter.
12. When a year has passed, or perhaps only six months, this letter will be transferred, with other material, to a transfer file for indefinite keeping.

Reread these twelve steps in the route of a single letter as you would read a logical story of some everyday happening. This filing story is repeated with variations day after day in thousands of offices. It is the story of a single written step in the transaction of business, going to join and be joined by other steps in the transaction, so that the file will "know the whole story to date."

Is it ready to be filed? This is the question you must ask of each piece of paper *before you put it into your filing basket:* Is it ready to be filed? No one will oversee this work of yours. It is entirely your own responsibility. If you mark an *F* on a letter that has not been fully attended to, the unfinished items will be buried in your file by you. You have learned in your filing course how to "release" letters for the file. That word *release* means that the letter may be released from further active attention.

If one or more items are outstanding as unfinished, you may

Keep that letter on your desk for active attention, or
Put it in a "Pending" folder or a suspense file, or
Make note of hanging details in a card tickler or on a follow-up sheet or on your desk calendar pad or on a special memorandum—always with clear reference to the letter by date and name

The uses of the "Pending" folder, the tickler, the suspense file, the follow-up sheet, and other memory assistants in completing unfinished details will be discussed later. All these methods for carrying through work to a finish depend on the active intelligence of the secretary and on her interest in her work. In a small office where a secretary is expected to "have her hand on every-

thing," she cannot be at a loss if she keeps aware that her system must be so alive that each paper is

In active use, in which case it
Has never been filed
Has been temporarily taken from its place in the file and replaced by an out-sheet

or

In the file under its outstanding index caption

or

In a "Pending" folder (or the like), alphabetically arranged for ready finding, or referred to through a dated tickler

Pending matter must "come out at the right time." As a rule, it is dangerous to have folders or baskets or pigeonholes labeled *Today, Immediate,* or *Active.* The secretary must pretty much decide when she wishes to be reminded to attend to something and then see that the something presents itself at the right time. The danger of those three labeling words is that the very act of thrusting matter behind such a label often falsely makes you feel that you have attended to it. *Today* is an especially tricky word, unless you always follow matters so marked on that very day. True it is that *today* becomes *tomorrow* overnight *everywhere.* If these words are, on the other hand, used as a spur to action at the right time, they insure the proper progress of your work.

Indexing and cross-referencing belong together. In your filing course you have learned how to index a letter by choosing the caption under which it should be filed. The key for the alphabetic filing of each paper should be underlined in red. This habit should be established, because this key or index word stands out plainly when

The paper is first filed
The paper is looked for in the file
The paper is returned to the file

The paper must be returned to the file by this one key, because of possible cross-reference sheets.

You have learned how to make out necessary cross-reference sheets. You should realize that a cross-reference sheet really is a

part of your indexing of a single step in a transaction. It would be right to call it a "cross-index" sheet, because it indexes that step *indirectly,* wherever it may be looked for. You must inspect each letter from the point of view of

The major caption, which indexes the place for filing the letter itself. This may be called the "direct indexing" of the master sheet.

The minor cross-reference captions, which index the place for filing the cross-reference sheets. These may be called the "indirect indexing."

These major and minor captions, as you know, are selected from the following: (1) the name of the person or concern addressed in outgoing mail, (2) the name on the letterhead of incoming mail, (3) the name of the person or concern signing the letter in incoming mail, (4) one or more outstanding names of people or concerns or subjects referred to within the letter.

The one *most important* of the foregoing possibilities must be chosen *as the major caption* for the master sheet. If there is need of cross-referencing, and often there is not, *one or more of the remaining possibilities* must be chosen *as the minor captions* to index the cross-reference sheets for filing. Suppose that you choose the company on the letterhead as your major caption, which determines the place where you will file the letter. And suppose that you choose the name of the officer signing the letter and the subject of the letter as your necessary minor captions for each of two cross-reference sheets. That letter will thus be indexed in any one of three places to which you or someone else may go to find it. These three captions that you have chosen act as three handles —any one of which will either directly or indirectly lift that letter out of the file for you. This is an important point of view—one that many secretaries miss, with the result that they carry on their filing with no eye to finding by secure methods. There is a wide gulf between saying, "I wonder what I could have filed that under" and being able to say, "I must have filed that under either This or That."

The major index caption gives the position for the master sheet, which each handle will reach. For that reason it must be

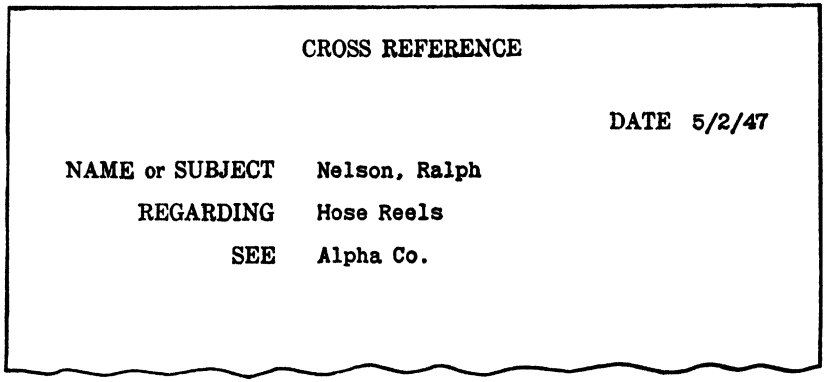
underlined with care, so that the letter itself will not only be put in the right place but also *always be returned to that same place.* Suppose that on a letterhead you underline, as your major caption, *The Alpha Company.* By this decision you have established once and for all where that letter is to be filed. Then (1) this decision leads you naturally to the letter when in haste; (2) you will not have to pause to redecide every time that you wish to refile that letter, because it will automatically go back to the place from which you removed it and you will thus find the outsheet that you have temporarily put in its place; (3) your cross-reference sheets to this letter, by subject or by other names, will always lead you to this one master sheet. Suppose, for example, that you choose as a necessary minor caption for the *Alpha Company* letter the signature, which reads *Ralph Nelson.* You make out a cross-reference sheet similar to the one shown on page 238 and file it under *Nelson.* Now suppose that your employer asks you to bring to him "the letter about hose reels that came in last month from Ralph Nelson." You can easily trace that letter by finding the cross-reference sheet in the name of *Nelson,* which leads you to the *Alpha Company* letter required.

Sorting by the shortest cuts. You have three things to put together when filing:

1. Your unsorted pile of papers indexed and cross-referenced in readiness for the file
2. Your alphabetic folders ready to receive those papers into the file
3. Your own thorough acquaintance with the alphabet, which can fit Item 1 into 2 both accurately and swiftly

The habits that you follow for this often-repeated duty of sorting alphabetically make a real difference in point of time spent from week to week, month to month, and year to year. If you study your motions carefully, you may be able to discover how to "cut corners." If you sort many papers, you will be greatly aided by one of the makes of sorting equipment with divided alphabet guides. Your habits should be governed by the average number of papers that you sort for your file daily. If you sort perhaps seventy-five papers at a time, there is one principle for you to hold fast to: The quickest sorting does not mean tucking each

paper immediately into its exact alphabetic relation to those already sorted. What may be called a "sorting in the large" can be followed by a detailed sorting. For instance, if you have no mechanical equipment, you can lay those seventy-five papers out


CROSS REFERENCE

DATE 5/2/47

NAME or SUBJECT Nelson, Ralph

REGARDING Hose Reels

SEE Alpha Co.

Cross-reference sheets act as a key to the master sheet. Above is the upper part of an up-to-date form for aiding the secretary to trace a letter quickly in her file. A full letter-size sheet, preferably colored, is commonly used; a smaller sheet drops out of place in the folder. Here all four necessary items are placed *at the top of the sheet* and allow uniform alignment of typed lines at the left. Such forms may be run from a duplicating machine on inexpensive paper with an exact allowance for double spacing on the typewriter when the form is being filled in.

into four gross piles on your desk, with the initial index letter as a guide, as follows:

Pile 1	*Pile* 2	*Pile* 3	*Pile* 4
ABCDEF	GHIJKL	MNOPQRS	TUVWXYZ

Then take Pile 1 quickly before you and sort into six piles:

Pile 5	*Pile* 6	*Pile* 7	*Pile* 8	*Pile* 9	*Pile* 10
A	B	C	D	E	F

Now take Pile 5 and set its few papers quickly into their inner order, and lay them face down, perhaps on the pull-out shelf of your desk. Sort Pile 6 into its inner order and lay these *B*'s face down crosswise on the *A* pile, and so continue throughout the alphabet.

In every particular you should establish the best habits of

sorting as related to *your* needs. But whatever method you use, make it habitual, so that you will move in the best grooves for you, over and over again. The principle of sorting first into the outer groups, then into the inner, must be your guide in any case. The technique of sorting demands

Accurate and quick { eyes / alphabetic sense / hands }

Miscellaneous and individual folders. When your papers have been inspected and found ready for the file, indexed and cross-indexed clearly, and sorted into alphabetic sequence, you may take these crossed piles and head directly for the correct divisional folders, either miscellaneous or individual. A *miscellaneous* alphabetic folder holds matter while there are as yet no more than five items related to one person or one subject. As soon as a sixth item is ready to join these five, and more are likely to follow, it becomes convenient to start an *individual* folder for this accumulating group. When an individual folder is started, you may make a cross-reference sheet for the alphabetic place now deserted in the miscellaneous folder. This serves as a warning, so that you will not file a letter by itself in the old position away from its group. Notice that your six or more items in an individual folder may or may not belong to the same piece of business, because several separate transactions may be carried on over the same period with one person, or several persons may be corresponded with about one and the same project.

The object of the individual folder is to keep definitely together the pages that belong to the same story. These special folders have a particular interest for the secretary. In them, as a rule, lie the steps of the transactions that have required the most activity; they concern what are known as the "active correspondents." The people to whom you have the most letters dictated, from whom you open the most mail, to whom you telephone most frequently, or from whom your office receives the most visits, naturally become most interesting to you. You learn to know their voices, their faces, and what they expect of you and of your employer. You learn what your employer thinks of them, how he

finds it wise to deal with them, and when he is satisfied with the profitable way in which their transactions have been carried through. Individual folders in your file stand out to show with whom you do a good deal of business. For a very frequent correspondent a fresh individual folder has to be made each month or several times a year, so that the contents do not overflow beyond ready handling. For example, consecutive tabs may read:

For two monthly folders

Alpha Company, The Nov., 1947
Alpha Company, The Dec., 1947

For two semi-annual folders

Bryce, A. F. Jan.–June, 1947
Bryce, A. F. July–Dec., 1947

Many secretaries prefer to keep their individual folders directly behind the alphabetic guide, with the miscellaneous folder in place behind them, because it is usually less frequently called for. Here is a concrete example of the reasons for setting up an individual folder. A piece of correspondence with the Appleton Rug Company appears in your *A* pile as ready for your file. When you open your miscellaneous folder marked *Ap*, you see that there are already five pieces indexed for the Appleton Rug Company, and you believe that more are to come. In their place you put a cross-reference sheet to your individual folder, which you now start in the name of the Appleton Rug Company and place before your *Ap* folder. The following advantages are in your mind as you take time to make this special folder:

If one of the filed items is called for, it can be found more swiftly if the tab stands out by itself in the file.

If your employer asks for "All the recent correspondence with the Appleton Rug Company," one motion will lift this folder from the file for his use.

These papers which belong together are less likely to become mixed with other papers on your employer's desk if you give them to him in a folder by themselves. This means convenience for him and economy for you in returning them as a unit to your file when he is through with them. (The secre-

tary glances through to see that nothing has "stolen" into the folder by mistake and that everything there is in its proper date sequence.)

The miscellaneous folder from which you have removed the five papers will now be relieved of just so many sheets, so that any one sheet remaining may be found more readily and further filing in this folder will require you to finger through fewer papers.

What is in your folder? Because you file away whatever has any likelihood of being needed, you may have many kinds of papers filed close together. You may have original full-sized letterheads from outside the office, full-sized carbon copies of your replies, half-sheets and even very small memorandums, telegrams and carbon copies of telegrams, reports having several pages bound together. You may have penciled notations, handwritten letters on folded private stationery, typed lists, cross-reference sheets leading to other related material in the file. You should become familiar with the advantages of saving papers of all kinds, and with the habit of handling varied sizes and shapes of paper within a folder. Handling these combinations requires adaptability, nimble fingers, and quick eyes.

The practical arrangement of one paper on another for quick finding depends in part on your imaginative grasp of the fact that papers do not all look alike. The papers even within one folder may vary in size, shape, color, and significance. The habitual location of the date in the upper right corner of all papers is an essential help to the eye in filing. The order of papers within your folder depends both on the alphabet and on the figures of your dates. The five papers regarding the Appleton Rug Company, as found in the miscellaneous folder, lie with the dates in order, the latest on top. When these are removed to the individual folder, they keep the same order.

It is important to keep the sheets with the top edges approximately together and, so far as possible, reading from left to right as you open the folder. This assures you that, when you are looking for a special memorandum, it will not be hidden from you because it is smaller than the letter-size sheets between which it lies. It should also assure you that the dates right through the

folder will be found approximately on top of each other in that upper right corner. This helps in filing and in finding as well. When sheets are being returned to a folder, it may prove practicable to take them in both hands and whack together the edges that meet at the right upper corners, so that the sheets are well aligned for finding.

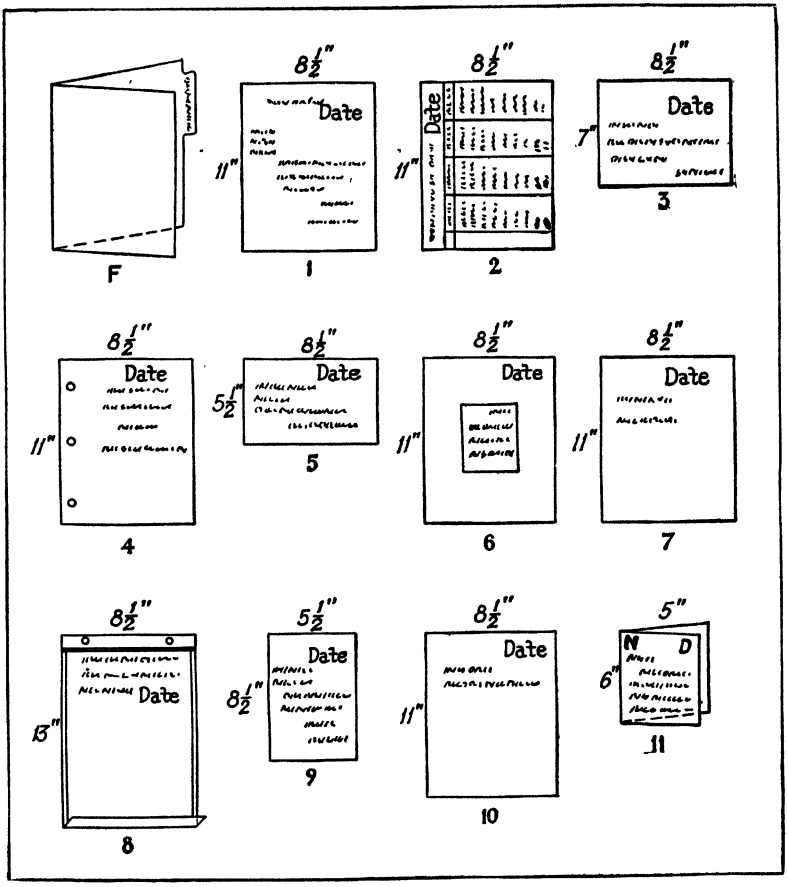
Rules regarding fastening filed papers together vary, because files and their uses vary. The following suggestions may be adapted in accordance with the need:

A small memorandum or receipt, such as those for parcel post or registered mail, may be stapled or pasted to a cheap piece of 8½" by 11" paper, or directly to the letter concerned.

Do not use clips to keep papers together in a permanent file. Clips, as a rule, are for temporary use only. They may steal a paper that does not belong to the group they are clipping; they may let go of a paper that does belong to the group.

When a single letter runs to two or more pages, they should be fastened together in the upper left corner. Do not overdo the habit of fastening related papers together, because there may be later need to use one of them singly. Good filing groups papers closely enough together in most instances. If a letter has a "clipping enclosed" or a memorandum has a "clipping attached," the two may well be fastened together for the file, since one is useless without the other.

The illustration on page 243 shows graphically how variety demands ingenuity in filing. The loose sheets in a folder should read as nearly as possible as the bound pages of a book, with the dates, in reverse order, acting as the page numbers in the upper right corners. Here will be seen specifically how both finding and filing are facilitated by having the lines of writing read from left to right as the folder is opened, regardless of size or shape of the sheet as related to other sheets coming before and after it. The legend with the illustration explains how secretarial ingenuity may be demanded in placing odd, dated sheets in order in a folder. Let your eye run over the page, picking out now one, now another kind of sheet to file between any other two kinds, and imagine how they would be laid together for quick finding. The next time you are filing, remember the principles of this paragraph.



Ingenuity in filing is demanded by variety in form. For readiness in finding papers of whatever size or shape, each one should be placed with the dated corner as near as possible to the upper right corner of the folder as it is turned open. The manila correspondence holder *F* (*above*) is labeled to hold Items 1 to 11, which are varied but related to a single transaction: (1) Carbon copy of letter on blue manifold paper. (2) Tabulation with date in exceptional place for filing. (3) Telegram. (4) Ten-page report on onionskin paper. (5) Memorandum on green interoffice form. (6) Handwritten telephone message mounted on full sheet for ease in filing. (7) Yellow cross-reference sheet. (8) Copy of legal document on 8½″ by 13″ with 2″ turned up to fit the folder. (9) Letter on half sheet. (10) Pink out-sheet. (11) Handwritten note on folded linen note paper; since signature and date appear inside, the secretary has typed them on the first page, in spaces here marked *N* and *D*, for filing convenience.

The out-card and the out-sheet. When cards are removed from a card file for use, they should be returned with care to their proper places as soon as they have served their purpose, because usually no record is made of their removal. In the correspondence file, as you will have already learned, record is customarily made when a folder or one or more sheets are removed for use. In a central filing department, dated requisition slips are demanded, so that a secretary signs for whatever the filing clerk temporarily removes for the need of the secretary or her employer. These slips act as out-sheets to indicate where the material has been taken out, until its return. These things are thus "charged" to the secretary, and it is her responsibility to return them to the files as soon as may be. On the return of the letter to its place in the files, the out-sheet should *always* be destroyed or given as a receipt to the one who has taken it out. The system must be carried through to a finish in this way. If a printed out-card is used, the record made by the borrower should be immediately completed by having the date of return entered upon it.

In a small office, where perhaps no one else goes to your files, the same responsibility rests on you for keeping them complete, either with the actual material or with dated out-sheets or out-cards showing where the material is. Experience in a position will shortly show you the extent to which you need to follow out these common principles as learned in your filing course. For example, if you are the only employee in a small office and your employer needs an individual folder for the Appleton Rug Company in its entirety to use while he is dictating to you, it may be absurd for you to stop to make out an out-card for that folder, which you will be shortly returning. If, however, several people in a somewhat larger office are likely to call on you for that folder, it may prove timesaving indeed to make a record on a large *out-card* when you lend that folder elsewhere in that office.

This last statement may be said to hold even more truly with regard to the *out-sheet* within the folder in place of one of the papers, because a single paper may be slower in its return from the desk of some officer of the company than an entire folder, and its whereabouts is not so easily guessed at without proper record. An out-sheet should be $8\frac{1}{2}''$ by $11''$, of a color to distinguish it

from the run of stationery in the files. A simple form may be printed or reproduced on a duplicating machine with the following column heads spaced across the sheet:

Matter filed under	Dated	Taken out for	Date	By

A single out-sheet may be used over and over, with due care about striking out the entry applying to a letter that has been returned.

For your own office you may wish to devise some other form. But for simple use notice that the foregoing includes

The major filing caption, which thus marks the place for the out-sheet in the file
The two important dates: the date of the piece of correspondence and the date of its removal
The name of the person for whom the paper is taken
The initials or name of the responsible remover

And notice further that *any secretary who watches the way in which work goes in her own position can devise such a form to fit her needs.* That is one of the important principles of *Secretarial Efficiency.* Throughout your secretarial career you should search yourself with these questions: Why am I doing this by this method? Is it for my purpose the most effective, the most economical of time? The words *adaptability* and *resourcefulness* mean just this elasticity of mind applied to your own work.

Let us go back to the details of the out-sheet record. Suppose that you have never heard of the common use of such a record. Then suppose that your employer sends you in haste to get a letter that you have taken from your file for some other officer of the company two weeks ago—a fact that you have completely forgotten. After such an experience, if you are a thinking secretary, you may well say to yourself, "Isn't there some method by which I can leave a record in my file when I borrow correspondence from it so that I can trace it quickly and surely?" You might think of putting in a cheap piece of paper—colored so that it would stand for this special purpose. Then you would have to decide what the record should make note of—and you would come around to just those items that have been included on this out-sheet. There is a reason for each item. Remember that the

many methods touched on in this book were not devised suddenly. Any good business methods must be the outgrowth of good business experience. Approved ways of cross-referencing, for instance, have grown out of years of office experience accumulated by many business men and women and expert students of good filing. Each secretary has an opportunity to contribute to better business methods by using her brain in her own position. She should not change approved methods without intelligent consideration, but she is at liberty to adapt them freely to her needs. She may be wise enough to say, "I believe that for Mr. Mason's work it will be better for me to do so-and-so." Thoughtful experience as a secretary brings about such an attitude.

Use of your hands in filing. In the earliest use of the typwriter keyboard, the student learns where and how to hold her hands so that each finger and thumb may do its definite work with the swiftest, surest motion. By critical watching of your movements, you can adjust the use of your two hands to the swiftest, surest strokes when working at your file. You have already studied the necessity of definite direction toward the exact alphabetic place when you approach your file, open the correct drawer, and turn your eyes to the correct part of that drawer. From that point on there are little tricks that save both time and energy.

Protecting the hands. When you insert or remove a folder, avoid striking the sensitive skin around the nail against the manila edge. This causes hangnails, which not only are unattractive but may become inflamed and make fingers unfit for use on the typewriter. Remember that your hands are important to you as a typist. At all times avoid cutting the hands with sharp edges of paper or cards; such a cut may go deep and prove annoying at work.

Preparing for the return. When you take a card from an index, or a folder from a file, or a paper from a folder, you should *think in advance about saving motions when you return that card or folder or paper.* If you remove a folder or a paper for any length of time, you will usually put in an out-card or an out-sheet to show its whereabouts. But if you are quite certain of making an almost immediate return, perhaps because you need only to obtain an item of information, such as an address, you can use this helpful principle: *Leave a signal for the place of return.*

When you briefly remove a card from an index, leave the drawer or the box open, slightly lift the card *behind* the one removed so that it stands up conspicuously, and make prompt and accurate return of the card at that point. If you are using cards from the drawer of an index for a continuous piece of work and



Leave a signal for the place of return when removing a paper or folder from the files for brief use.

perhaps have it on your desk for the purpose, you will find that this tilting signal saves time and prevents confusion.

When you briefly remove a folder from the file, in a similar way slightly lift the folder behind the one removed, or leave some signal as in the photograph on this page. If it is not practicable to leave the file drawer open for your moment of use, you may stand a sheet of paper in the location for the return and safely close the drawer without harming the paper.

When you briefly remove a letter from a folder, you may open the folder flat on your filing shelf or desk or table and leave it

open right where the return of the paper should be made. If this is not practicable, slip a sheet of letter size sidewise in the location, so that it will protrude while the folder lies temporarily closed.

Preparing a return signal is a little act, but such little habits of looking ahead gather themselves together to make up the trait the employer demands in the word *foresight.*

Finding the right place in the folder. In addition to your intelligent understanding of alphabetic sequence, by which your eye should unerringly guide the direction of your fingers, there are aids to quick turning, or "leafing over," of miscellaneous sheets. Needless to say, it is unsanitary to moisten the fingertip with the lips for this purpose. When you are sorting or filing many papers, a ventilated rubber finger pad will give a quick grip at the corner of each paper. When you need to find one paper in a folder, you can leaf over consecutive sheets by taking a pencil between the thumb and first two fingers with the eraser end down. Make a staccato stroke with it.

Making every motion count. Every bodily motion of feet, eyes, and hands counts in the use of your file. For instance, you can walk directly to the correct drawer, open that drawer with your left hand, guide your right hand with a swift eye motion to the needed folder, hold aside the near-by folders with the left hand, remove the folder with the right hand (tilting the folder behind or inserting an out-card), use both hands to open the folder flat on some hard surface, use the right hand to leaf over sheets while the left hand holds them securely from slipping, and with both hands lay open the contents of the folder at the desired point. During the reverse process, for the return, every motion counts as well. The use of the file should not be carelessly hasty; it must have calculated swiftness.

Transfer filing requires judgment and imagination. When your current file becomes clogged with matter not in current use, the transfer file should take it out of your way. In any position, you should first see how the concern you work with has conducted transferring in the past; the uniformity of such keeping of material over a period of years makes for ease in finding old correspondence. Then study the best transferring methods and decide

whether you have vital improvements to suggest as regards material to be kept, the way in which it should be kept, and the place in which it should be kept for easy access. Such suggestions can come only after adequate observation and experience.

The reason for transferring material so that the much used file will not grow too bulky for convenient use becomes evident when you have to handle an unnecessary number of folders or papers within folders. You must know whether sorting the less active from the more active should take place every six months or every year. In making the transfer, two principles must be held firmly in mind:

Destroy only what you are absolutely sure that future needs will not call for. This requires both judgment and imagination. Remember that in years to come your memory cannot be relied upon for written information that you have unwisely destroyed. On the other hand, nonessentials cannot be kept forever.

Make sure that your transfer of material, including cross-reference sheets, is such that a stranger to every bit of it could come in and find old papers by the approved and simplest route. Even though you may keep a file for a long period of years yourself, the secretary who succeeds you has a right to expect that you have done all in your power to help make this business smooth and continuous from year to year. This same responsibility toward the business as a whole applies to your intelligence in filing so that anyone can find any needed paper during your absence from the office. That is why secretaries should know the approved ways; the *principles* are then understood and practiced by all alike.

Transferring cannot be done in a moment or in a day. It is one of the duties that must be fitted into crevices of time. When your employer is away for one or more days, you may be able to organize your work so as to leave consecutive hours for transferring. If you can concentrate on this task with a minimum of interruption, you will find that you gain a certain momentum that speeds your work.

When transferring is going forward, watch with care the folder labels on old and new folders and the necessary changes of labels

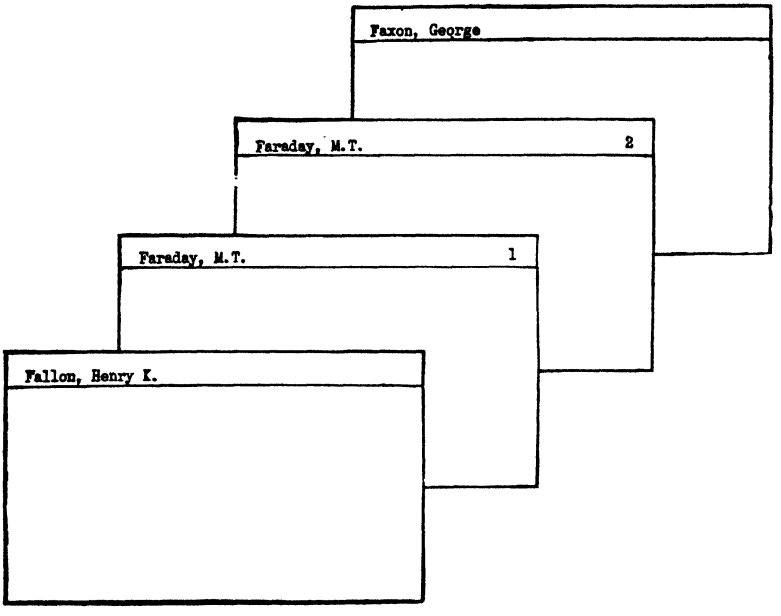
on the drawers of both the active and the transfer files. Notice that sometimes within your active file a shift of folders is required because one drawer becomes too full for convenience. When you advance the back folders of a drawer to the next drawer, watch your index guides and drawer guides so that they tell the revised story of what is where.

Your card index files information. Cards are used for a wide variety of record purposes: for mailing lists, for records of callers, for accounts, for medical and dental case histories, for records showing the expense of labor and material for specific pieces of work or orders (cost cards), for follow-up work, and for the index guide to numeric filing. Cards are easier to handle and are more durable than small pieces of paper.

Variety may be found within the file folder, but in the card index there must be uniformity of size. When you set up an index, you should look ahead to judge what purposes the index is to serve—how many entries will be made on a card—and then gauge your size accordingly. The 3″ by 5″ card, which will hold a good bit of writing, is easy for the hands to hold. If for a single name or subject as indexed your record runs to greater length, head the second card like the first, *numbering both cards:* 1 and 2. Cards for certain records may be printed and ruled on both sides. However, *putting information on the back of a card or a paper is not practicable.* When you need to use the data at your typewriter or wish to lay out cards for comparison of data, there is continual turning back and forth, with loss of time and possibility of error. The best rule is to use one side only, as is illustrated by the four consecutive cards showing three consecutive names on page 251.

Typewriting and handwriting should be set evenly on the rules for neatness of appearance and legibility. When figures are entered on a card at different times, the alignment should be uniform, and so should the left margin for words. For typing, the card should be held close to the platen by the proper device, to avoid blurring and to eliminate the unnecessary whacking noise. Colored cards may be used to make information of a particular kind stand out. You should think of the card index as a card file, for many of the rules that govern the correspondence file apply to the index. Guides come in various alphabetic divisions, in months, in days

of the week and dates of the month, as well as in different colors—notably buff, blue, salmon—and with two, three, and five tabs. The two most frequently used sizes of cards are the 3″ by 5″ and



Four consecutive cards from a card index. Notice that the face of a second card is needed for overflow entries under the name *Faraday*. The secretary has numbered these cards **1** and **2**, to show that here is a series. For ease in sorting, these numbers are typed close to the upper right corner. As a rule, putting information on the *back* of a card is not real economy because (1) it may escape notice, (2) time is wasted in turning the card over, and (3) the data on both sides cannot be seen at one time for use as a whole.

the 5″ by 8″. These come both ruled and unruled; they may be printed in forms for specific uses.

The employer usually relies on his secretary to make a wise choice for her own index setup. One way to estimate the relative efficiency of twenty-five secretaries in more or less similar positions would be to inspect their card indexes from the points of view of intelligent buying of equipment for the purpose and of intelligent use of that equipment. Absolute accuracy in the order of filing would be one of the primary tests. When you know that

an eleven-drawer card cabinet can hold as many as eighty-five thousand cards, you realize the importance of accuracy. With cards, as with papers, you must be able to say, "Here it is!"

The sorting of cards, like the sorting of papers, should be done on a flat surface where there is ample room. If you frequently sort an appreciable number of cards *alphabetically,* you can space off your table top with small divisional markers, which you keep at hand, to indicate where to put cards belonging within those divisions of the alphabet. When you are sorting cards *numerically,* think of your divisions in hundreds and in tens. This method applies also to the sorting of canceled checks and other numbered matter that is to be put in order. For instance, if you are starting to file cards running from 1 to 376, first sort into the outer divisions of hundreds:

Pile 1	*Pile* 2	*Pile* 3	*Pile* 4
1 to 99	100 to 199	200 to 299	300 to 376

Now re-sort Pile 1 into ten piles:

Pile 5	*Pile* 6	*Pile* 7	Etc.
1 to 9	10 to 19	20 to 29	

Now pick up the cards in Pile 5 in consecutive order, placing them face down on the table. When your first 99 are in order, put them away and go through the second hundred by the same method.

Card indexes should be kept complete. For this reason a metal rod is often screwed through the punched hole at the base of index cards to keep the contents of a drawer intact, as in a library card catalog. This rod is taken out only by someone who is responsible for additions or changes. Single cards in a portable drawer or handy small box in an office, however, must usually be readily removed, and it becomes the constant care of the secretary that no card shall be mislaid or lost, since such cards are seldom made in duplicate. Such an index must be

Legible as to the letter and the figure
Accurate as to the letter and the figure
Up to date
Perfectly filed, either alphabetically or numerically
Complete

The safe for safekeeping and safe finding. The safe is a part of the filing equipment in an office. There you will find and keep irreplaceable papers, legal documents, contracts—valuables of different kinds, according to the nature and the size of the business of your company. In a large office the safe, or safes, will include one or more large fireproof vaults, in which people may walk about to the various drawers and shelves. Only responsible officers and employees are allowed to enter these. Only a few trusted members of the staff are allowed to know the combination that will unlock the vault and allow the great doors to swing open. It is the stern duty of a particular person to lock the vault at night or to make sure that a reliable substitute locks it in his stead.

In these vaults varying amounts of cash are kept for active use of the store, or bank, or insurance company, or whatever it may be. Such cash represents receipts and ready money for payments and the making of change. Officers of the company may have personal safe-deposit drawers in which they keep special confidential papers. At times this vault may contain the amount of a large pay roll. A new secretary should receive instructions regarding her use of such a vault, so that she will not overstep her prerogatives but will take on whatever responsibility is expected of her. The secretary should assume responsibility for a small safe in a small office. She must learn quickly how to open such a safe, know what it is for and how she should keep its contents in order, be trustworthy in her regard for what is there, and be unerringly reliable about locking it at night.

Working the combination. The combination that opens a safe is worked by turning a dial, now in one direction to a certain numbered point, now in the opposite direction to a certain other point, and so forth. The use of the successive combination of numbers automatically allows the handle of the safe to be turned and the door to open. If you are given the responsibility of opening a small safe, learn the combination immediately and practice it until it becomes mechanical. If this does not come easily to you, work at it before or after hours. This may be called one of the secretarial skills, though by no means all firms entrust this duty to the secretary.

Using the safe as a special file. When you first become respon-

sible for a small safe, or are given a share in the responsibility for a large vault, you should become acquainted with what is kept there and where and how. From this you should be able to deduce for the future what kinds of things should be added as they come through your hands—things that need what we call special "safe-keeping." These may include legal documents, negotiable and other papers representing money value, cash, confidential reports —whatever must be kept peculiarly secret, or safe from theft and from fire.

An extension folder is useful as a container for valuable papers in a safe. This should be labeled on the end with contents indicated by that label arranged in alphabetic order by proper names or subjects.

IMPORTANT NOTE: When you file a valuable paper in your *safe,* you must be certain to cross-reference it within your *file,* where the related papers are. This is especially important, for instance, when someone else must suddenly lay hands on a given contract that you have put into the safe. That contract should be cross-referenced both "going and coming." For example, a contract about roofing for the office building, signed with the contractors, Blake Brothers, will be kept *in the safe* in alphabetic order with other valuable papers. To this should be clipped a dated notation cross-referencing to the correspondence *in the file* with Blake Brothers:

SEE file, Blake Brothers, **4/29/47**

With that Blake Brothers' correspondence in the file a conspicuous cross-reference should be made, as follows:

SEE safe, roofing contract, Blake Brothers, **4/29/47**

In a subject file a cross-reference sheet may be filed under "Roofing, Contract":

SEE Blake Brothers, **4/29/47**

In other words, valuable papers in the safe usually are related to other papers and should be carefully cross-referenced in the file so that the whole story of a transaction may be found readily by the secretary or by some other employee.

Boxes and trays are used to contain things of a kind. For example, a company may own a number of furnished buildings and wish to keep the insurance policies together in a safe place. An open tray will hold them conveniently if placed on a shelf. You may be working for the owner of a large business building and need to keep many keys well labeled and in order in a box. Petty cash, which you use for business postage, registering letters, and minor purchases, may be kept in a small tin box. Postage stamps that are bought in quantity represent money, and the central supply of stamps for several employees may well be kept in a folder in the safe.

All such boxes, trays, collapsible folders, and other containers should be labeled in so far as possible on the face that is seen when the secretary looks into the safe. These miscellaneous containers must be kept in a definite order for quick finding; just because they are varied, the contents of a safe should not be in haphazard arrangement. The safe should be respected as a very special file.

Protecting private papers. Not only money but confidential information is entrusted to you, to entrust to your safe. Papers that only your employer and you should see may be kept in sealed envelopes or in a locked box or drawer, to be opened by you only when there is active need. You should protect private matters from possible curious eyes, even though an entire office force is regarded as truthworthy.

Locking the safe at night. When you are shown the combination to a safe, it is like being given an important key; the combination gives you access to the most valued possessions of the business. This becomes a responsibility, especially if it is your duty to unlock the safe in the morning and lock it at night. Before locking the safe, be sure that everything that has been out for use is replaced. Be sure that you close the door tight. Then turn the knob until the combination that opened it has been released, so that the door will become lockfast. Try the handle firmly as a test that it is locked.

The great hunt for a mislaid paper. In the activity of the office there are bound to be certain papers that are straying about on people's desks, in baskets, in pigeonholes, in drawers, or mixed

in with the general run of current work. These are papers that have not yet been given their own niche in the files because someone is still handling them. The secretary is frequently called upon to be a searching party of one, sent to find a drifting paper. She is supposed to lay *her* hands on it straightway. .

There are many people who do not like to look for things. The hunt interrupts more important or interesting matters. The secretary must be able to gather papers together the moment they are needed. Let her use her imagination. Let her see that often one set of facts is of no use to her employer unless he has a certain other set close by for reference. Let her recognize that today's letter from the local bank is not clear without certain previous correspondence that has not yet been filed. The following instances are typical of the demands for patient hunting on the part of the secretary:

Data are wanted from the files of three years ago—files that were then kept by a careless secretary. You must imagine, not where *you* would have put the data, but where *she* would have put it.

A letter is desired in a hurry for a directors' meeting. It was last seen on Mr. So-and-So's desk. Nobody can find it there now.

Mr. Dodge is holding a long-distance call and must know the name of the company that sent that rather stout salesman last week about the iron railing. If you have not yet filed his business card properly, you must think immediately where it is.

Mr. Muncton fails to find the memorandum from the shipping manager, which he is certain "was right under his hand a moment ago." He believes that you must have taken it.

You yourself may have mislaid a sheet of rough figures connected with a letter you are transcribing. Your own hunt is not an easy one, because all the while you feel yourself to blame.

There is a certain technique about searching, which you can learn to develop and to adapt to circumstances. You may be able to add other elements of good hunting to the following list:

Self-control. What proves to be right under our eyes we sometimes do not see. In the end, we say, "It was right where I was looking all the time." Wherever we find it, the hunt is quite sure to take concentration, self-control, and tact. Hunting for a small piece of paper on an employer's desk, for instance, is a delicate

art. It is delicate because you must not in the least imply by voice or motion of the elbows that the employer may have been careless or thoughtless—as a matter of fact, he may not have been.

Thoroughness. Do not make it necessary to look over and over in the same place. When you say, "But I've looked there," that should be enough to settle the fact that the thing is not in that particular spot.

Recollection. Use your memory. Where was that letter last seen? Who handled it last? Has it been put away somewhere, or is it still at large in the office? Here you must borrow the method of the experienced man who finds himself lost in the woods. He keeps calm. He takes account of facts within his memory. He "thinks back." Where was he when he last had his actual bearings? In what direction has he wandered from that point? Can he recall enough to trace his way back to that place and so find the spot where he began to be lost? This is somewhat the method for the secretary to pursue in calling on her own memory and, if necessary, on the memories of others. The investigation is sometimes the more difficult because you and your employer are both quite sure that the memorandum was written on the usual blue paper used for your interoffice communications—but, when found at last, it proves to be on ordinary white paper, so that you both passed it over several times. If you both have a sense of humor, the tension on such an occasion is much lightened.

Reason and imagination. If you cannot recollect, then apply your reason and your imagination to the hunt. What *might* this letter have been put with? Who *might* have been using it, and what for? What *may* you yourself have done with it? Combine and recombine the possibilities like a good detective and track that letter down. It may even have slipped under the corner of the large blotter on your desk.

Right here is an opportunity to mention men's pockets. When an experienced secretary fails to find an important letter on either her desk or her employer's, she sometimes makes a pretty fair guess when she suspects one of the pockets of her employer, or his bag or brief case. Some men will jest about what they manage to stow in their pockets for what they may call "ready reference." These papers are not necessarily of a private nature—they may in-

volve business problems that a man wishes to mull over at home. If you should discover that you are employed by a man whose pockets are likely to receive important papers, remember that there may be more than one coat implicated in the stealing. It may be his overcoat, the raincoat he has left out in his car, the suit coat that he wore yesterday, instead of the one he now has on. The "pocket filing system" is one of the irregularities of office life that proves amusing and annoying.

Remember, too, that metal clips are thieves in more than one way. While papers are in their active use, before they reach the file, clips are often indispensable, but watch out for a clip when it becomes greedy for what does not belong to it.

Perseverance. This is one of your best allies in the search. When you are absolutely ready to give up, if you can still *hold out* to the point of finding, you may be surprised to discover that this point is not much beyond the point where you were about to stop.

In spite of the five listed essentials in hunting, it is also true that a letter sometimes does actually get lost. It blows into a wastebasket, or is thrown away with other papers by mistake, or strays into a magazine that may never be opened again. It may happen that you will be looking through the pages of a long contract and will suddenly exclaim, "Why, here is that letter that we all hunted for that day last winter!" This should not happen, of course, but we are now thinking of the irregular and faulty happenings that have to be coped with at times, no matter how systematic the entire office may truly be. There comes a point, then, at which perseverance should give over to abandoning the hunt. Not that the game itself is necessarily at an end. You may say to yourself, "That is not needed today. I must not take any more time to hunt for it now. I think it will show up." And again and again such a letter will "show up." Perhaps by waiting you get a fresh inspiration regarding its whereabouts.

It is true that there are ways of replacing lost papers. You may find it embarrassing, but necessary, to telephone to the secretary whose employer wrote the "lost" letter, to ask for a duplicate. Or it may be desirable for you to reassemble, as far as possible, data that made up the information recorded on the lost piece of paper.

A portion of what you have lost in such a case may be in your shorthand notebook. This is one reason why notebooks should be kept for a reasonable length of time, why the orderly succession of dates of receiving dictation must stand out clearly in your notebook, and why you should read "cold notes" with readiness. When a paper is considered lost, then, use your wits to see how nearly it can be replaced.

Order as a secretarial responsibility. With relation to your typing of a single letter, you may have to turn to a card index to check up an address, go to your files for verification of a set of figures, and find a contract in your safe to check a paragraph quoted by your employer. While you are looking up such matter for the sake of accuracy, your letter is held up. At the end of the day and at the end of the week the amount of work that you have finished or "put out" is what counts. The fact that you had to take time out to perfect that work by careful checking alters the quality of your work. But always there must be a quantity of work to show for your pay envelope. For this reason it is vital for you to watch your ways of checking with such motion-saving questions as these:

Was I slow about turning out that letter because

1. I had failed to return a card to its place in the index, so that it was not there when I needed the address?
2. I had allowed my material for the file to accumulate, so that the figures I needed had to be hunted for in my filing basket instead of appearing in their place?
3. I had filed the letter with those figures in the wrong folder?
4. My use of the alphabet was not so quick as it should be when I turned for facts to an index or a file?
5. I had failed to cross-reference the contract in the safe?

If you are orderly in your filing and in other uses of the alphabet, as well as in keeping your supplies and equipment, you will find many minutes saved that might otherwise be wasted.

It will help you in your secretarial procedures if you train yourself not to be absent-minded about leaving things around where they do not belong. If you have lost something, watch your way of handling the hunt for your own personal belongings. Do you

think back? Do you persevere? Are you self-controlled? Do you hold out to the finish without complaining? Do you reason quickly, move quietly, and produce the wanted thing?

As a secretary, you will have a responsibility for the orderliness of many things and many facts, all of which should be at your fingertips when they are wanted. If you like the independent feeling of being trusted, here is a duty that is put right into your hands. That is a triumphant moment when your employer sighs with gratification, "I *knew* you'd find it!" There should be a usual, expected place for everything. Whenever your employer needs

Ink
A telephone number
A committee report of last June
Scissors
A telegraph blank
A certain lease
A letter from the transfer file
A postage stamp
A memorandum received only yesterday
A timely reminder of an appointment
The name and address of a caller
All the material regarding a transaction

you, as a dependable secretary, should enjoy the quiet satisfaction of saying readily: *"Here it is!"*

PART V

The Importance of Time

CHAPTER FOURTEEN

WATCHING THE TIME

Watching clock and calendar. All through the day the clock is the secretary's guide in putting through one essential task after another. By it she recognizes when to expect people to keep appointments with her employer and at what moment to remind him of matters. The clock tells time—it tells the secretary when to do this and when to remember that. If there is a time clock that she punches, as one of many employees, she respects its demand for promptness. If she is the first one to open a small office for the day, she is every bit as conscientious as if a record printed itself on a reporting time clock.

The secretary owns a watch that keeps the right time—this is the guide to her arriving at work in the morning and to her returning from lunch at noon. "My watch must have stopped" or "My watch must be losing" is not accepted as an excuse in the office. In addition to her watch, the secretary needs an accurate wall clock easily seen from her desk. If she is set to work in a small room by herself, she may need, instead, a small desk clock, which she will keep always in the same place on her desk and which she will set and wind with care. She has the right time to guide her for appointments, for the finishing of work, for getting letters off in the earliest possible mail.

An employer demands a secretary who has a sense of responsibility, and one of her most important responsibilities is to know and respect time schedules. She must keep her eye on the clock, not to watch for the closing time of the office, but to see that time schedules are met. If her employer needs to be reminded to go to an executive committee meeting at eleven o'clock on Tuesday, she keeps busy all through the morning, but is conscious of the approach of that hour from the moment she glances over the calendar pad on her desk at the beginning of the morning. If the pay roll that she has to prepare is always due at noon on Thursday,

the approach of Thursday reminds her to put this through on time.

The calendar, too, is on the secretary's mind. It hangs with large, clear figures on the wall. It is the secretary's second guide. The clock keeps her aware of the time of the day; the calendar keeps her aware of the day of the week and of the month.

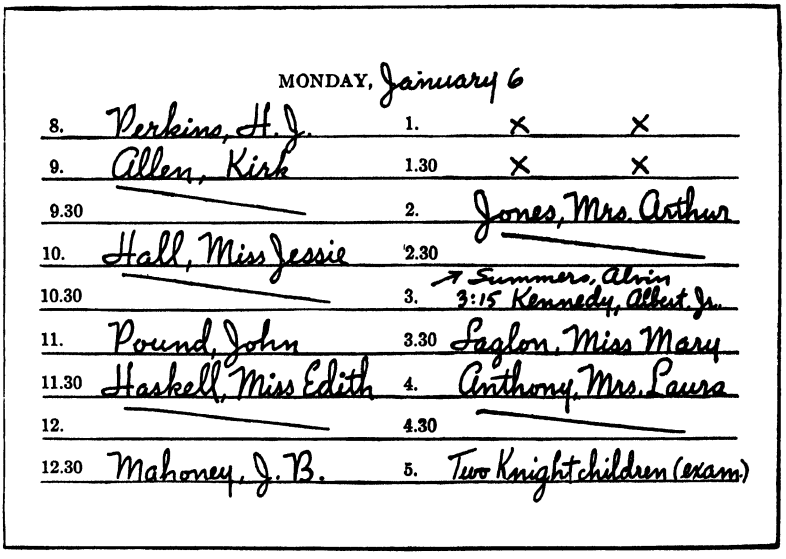
Calendar pad, appointment book, and pocket notebook. The employer and the secretary have calendar pads on their desks with notations of special appointments for the day and special work that must be taken care of. The secretary's sense of responsibility is tested again here. The clock and the calendar are her guides, and the memorandum pad on her desk binds those two guides together, because it shows at what hour of which day definite affairs must be attended to.

There are many kinds of calendar pads on the market—designed to fill a variety of needs. One should be chosen with enough space to hold the notations of the busiest day in proper order, without crowding. It must, however, take up a minimum of space. The employer who has many conferences within a day may need a ruled sheet with lines marked for every fifteen minutes of his office hours. He may like to have a space below this ruled portion for reminders that are not set for any specific hour.

The appointment book seen on the desks of secretaries to professional men is often of the loose-leaf variety, with the hours printed against the lines. For an absolute record, an appointment book must be used by the secretary to a doctor, dentist, oculist, professor, or consultant of any kind whose time is blocked off for appointments with one person after another. On the opposite page is a day as made out by the secretary to a dentist. Notice the well-made entries, with the last names of the patients given first so that they can be easily picked up by the eye if anyone telephones for a change of appointment, and also so that they can be read quickly when the secretary is making out bills. The oblique line marks off the time taken by the patient named just above; the lunch hour has to be left free.

Sometimes an employer keeps a pocket notebook of engagements because he finds this the most certain way of keeping track of his time. Perhaps the nature of his work is such that he is out

of the office a good deal and meets people with whom he needs to make appointments immediately, or he is called up at his home, out of office hours, by people whom he needs to see at a definite time. The duty of the secretary in this case is to keep him informed of requests for appointments and to make tentative ap-



Professional man's appointment book. To serve as many people as possible, the doctor or dentist expects his secretary to schedule his office hours, even to fifteen-minute periods. In his book the extent of each appointment must be marked off with care.

pointments, with regard to which she notifies the person after consulting her employer.

Twin calendar pads. The notations on your pads must run abreast. The employer needs to look ahead to see what his appointments are for the day, while you must keep track of the same matters from your own desk. There will be additional reminders on your pad so that on the same day the two pads may run like those shown on page 267. You will see that on your pad you have noted work that must be finished on this day, together with replies expected and other matters that require your special attention. Every secretary must work out the best use of this desk prompter to meet the needs of her employer. The following principles apply to the use of calendar pads:

Make entries in pencil so that they can be erased when changes are necessary.

Write legibly. Do not require your employer to take time deciphering your hasty handwriting.

Make your notation brief, but so clear and to the point that words written as a reminder for a week from today will be definitely understood when you turn to them then.

Be regular in your calendar-pad habits. Do not take chances on remembering an appointment even for a few hours. Make your notations consistently. Only so can you depend on your pad to prompt you with regularity. It is right to become dependent on a pad, provided that you use it as a regular guide. Irregularity in making notes is what leads to confusion.

Always put the hour at the left of your notation, unless it is already printed on your pad, so that your schedule will read right down the page. Enter a two o'clock appointment partway down your page, to leave space below and above for other notes in their proper order.

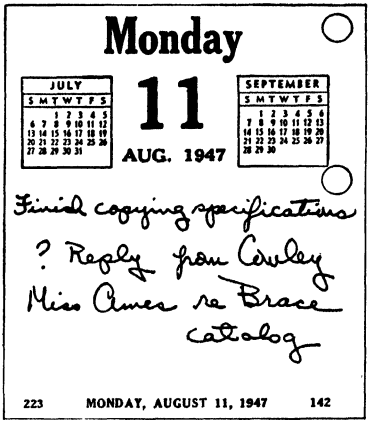
On your own pad, if convenient, enter your employer's appointments on the right-hand page, reserving your left-hand sheet for your own reminders of the day. This may include your own luncheon engagement with a friend or your agreement to meet someone after work. But your page will be devoted first of all to those memory joggers which belong to that particular date for the conduct of your business as a secretary.

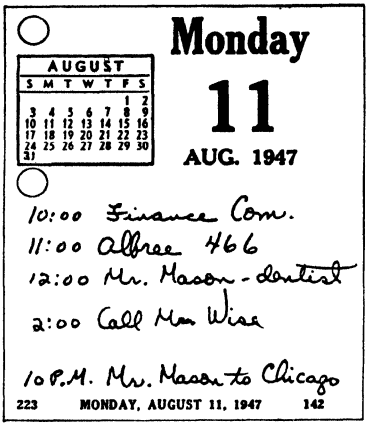
Never turn over the leaf of either calendar pad without first seeing whether all the notations have been fulfilled. Mr. Mason may have noted on his pad for yesterday: *Hanford—commissions.* When he wrote this down, it was his intention to see Mr. Hanford that very day, but pressure of other affairs may have prevented. If you do not know of his having talked with Mr. Hanford yesterday, make a brief memorandum for Mr. Mason's desk such as this:

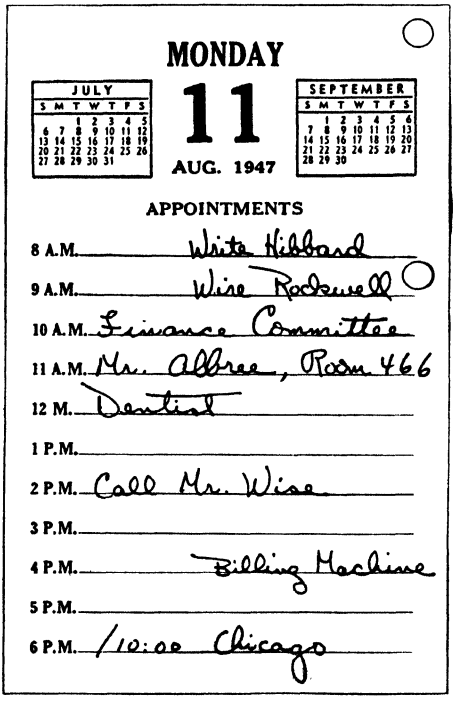
2/4/47

Did you wish to see Mr. Hanford
about commissions?

S. E. C.







Calendar pads running abreast for the same day. Top: two facing pages for the secretary's day, listing her special duties at the left, her employer's schedule at the right. Below: the employer's day.

This will serve as a continual reminder for Mr. Mason until he perhaps asks you later in the day to get Mr. Hanford to come to his desk for this purpose. Whatever threads were not tied the day before should be carried along in one way or another. Leave no threads hanging loose.

When an appointment is canceled or the hour is changed, erase the original entry and record the new appointment *on both pads.* If you have reason to believe that your employer has the original appointment in mind, his attention should be called to the change; either orally or by a brief memorandum:

2/4/47

Mr. Conkling had to cancel his appointment for today. He will try to see you when he comes to the city next month.

S. E. C.

Keep the calendar pad on your own desk within easy reach of both pencil and eye. As notations are attended to, check them off, so that the remainder may stand out as yet to be done. Your employer may like to have his pad placed well back on his desk, in the center opposite his chair. No regular reminder, such as the calendar pad, should become carelessly obscured by papers.

The secretary watches the day of the month, the day of the week, the hour of the day—with her eye always steadied on what is about to take place. The calendar pads on the two desks act explicitly as advance guards of time for herself and her employer.

New date every day. The fact that each new day brings its new date lays a daily responsibility on the secretary with respect to several inevitable duties:

Dating each piece of work with the new date from the start of the day, whether it is a letter, or a message by telephone, or a memorandum. The day is a unit of time that sees the business as a whole pushed forward. This is why good health and regular attendance are so necessary; the secretary cannot afford to lose touch with what goes on during any one day.

Turning over yesterday's sheet both on your calendar pad and on that of your employer, noting any leftovers that have not

been attended to. A new day's work has come. Before leaving your work the night before, you should have glanced at this page of today's appointments. Your employer may have needed to be reminded of an early appointment so that he would not allow other affairs to delay his arrival at the office. When you turn to today's date, you have locked away all the past notes on your calendar pad. You will not look back. For instance, if this is December 15, you will glance over the page for December 14 to make sure that everything was cleaned off the slate. If not, whatever remains undone should be noted for today or some future day or on a separate memorandum for attention, as we have seen. Remember that your calendar-pad work, and all your other work, is made much simpler if you attend to everything possible today and not on some indefinite tomorrow.

Changing the wall calendar, if you have the large, single-date kind, or if a new month has come in.

Changing the date stamp that will mark matter received on this new day.

Looking through follow-up or pending matter of the day in the tickler or elsewhere.

Make appointments with care. Both parties to an appointment must understand the exact hour, date, and place. To avoid misunderstanding, an appointment in writing should give

The hour
The day of the week
The date of the month
The place of meeting

In a letter, these are usually written in sentence form in such a way as to seal the hour absolutely; for example:

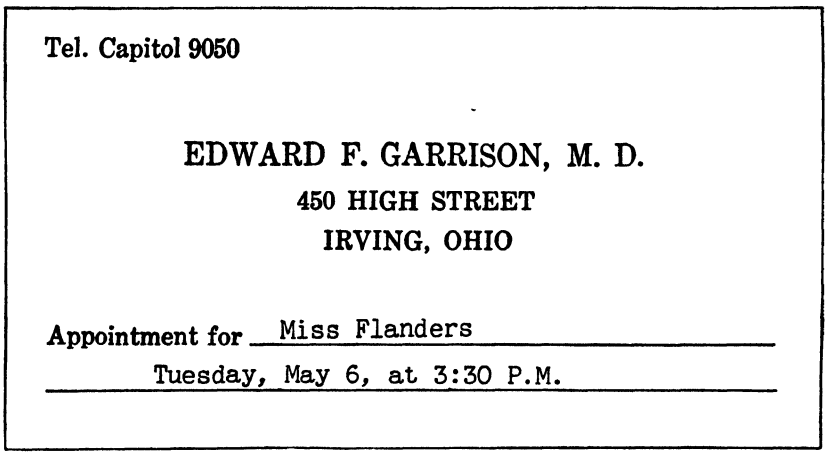
Mr. Clapp is glad to make an appointment with you for 11:00 a.m. on Tuesday, March 21, at his office at the above address.

Notice that the appointment card shown on page 270 records the four appointment items and the name as it would be typed on a doctor's card by his secretary.

An appointment made by telephone should also give these four items. They should be written down immediately as a prompter to your own memory and confirmed in writing to the other per-

son, if there is time. As a rule, however, it is enough to make sure, by repeating the items, that both parties understand each other clearly. Details may be attended to briskly, but they make for the smooth running of the schedules of all the businessmen involved.

Suppose that in spite of your precaution a client, a patient, or a customer, or any other appointment maker, comes at the wrong time by mistake. Even if you believe yourself to be right, remem-


Tel. Capitol 9050

EDWARD F. GARRISON, M. D.
450 HIGH STREET
IRVING, OHIO

Appointment for Miss Flanders
Tuesday, May 6, at 3:30 P.M.

The doctor's appointment card requires an accurate secretary. This card is a definite reminder to a patient and must be correct in each detail, coinciding exactly with the record made in the appointment book. Such forms may be filled in on the typewriter or by hand.

ber that you should show extra courtesy, because he will be annoyed at having made a mistake. The secretary learns to take other people's blame. Her employer likes to think that he is right; the customer or caller of any kind prefers to think that he is right. When a mistake is made, *someone* is in the wrong. Take the blame quietly for the sake of the business whenever it is necessary.

Asking for an appointment. Whenever your employer wishes you to ask for an appointment with someone else, your first thought should be consideration of that other person, whether he is higher or lower in status than your employer. Yet whenever you can make it seem convenient to that other person to come to your employer's office, you save your employer's time. Whether you ask for an appointment by telephone or in writing, it is courteous

to use the words *convenient* and *at your convenience.* Subordinate officers or employers are, of course, expected to meet the convenience of their chiefs. Yet with them the secretary should encourage cooperation by being considerate of their duties and responsibilities.

Some appointments are made by the secretary regularly. For instance, the secretary may be expected to send out regular notices of the monthly meeting of the trustees or directors or committee members who direct the affairs of a business concern or organization. If only a few notices are required, these are typed individually. In this case, a carbon copy for the file is made of only one of these letters. If many notices are sent out at a time, they may be made on a duplicating machine. The secretary keeps a list of the names and addresses of this group, noting with care any changes in the personnel of the committee or in their addresses.

Breaking appointments. There are two ways in which an appointment can be broken. The patient or client or dealer or patron may forget the appointment, or may telephone or telegraph or write to cancel the appointment. As secretary, you must be courteous and must try to settle on another appointment, suiting the convenience of both parties. If there is a waiting list of people who are anxious for appointments, as there often is for a doctor, a dentist, or an executive, it is your duty to fill in a broken appointment by reaching the person next in order—and so on down your waiting list until you find someone who can use that time *to the advantage of your employer.* For instance, a dentist is losing money if he is not at his chair with a patient straight through his office hours, and he depends on his secretary to keep his schedule filled. If someone telephones to say that he cannot meet his appointment, the secretary does two things: She tries to make a definite appointment for some other day; then she immediately tries to fill the time left vacant. Patients and others sometimes have little conscience about breaking appointments. They will give the most ingenious excuses for their desire to change. The secretary must be tolerant of this attitude, because the least discourtesy or air of unfriendly suspicion on her part may lose a patient. At the same time, she must be resourceful and firm in guarding her employer's time.

When an employer has to wait for a person who is late for an appointment, the secretary should help him to fill in those few precious moments with necessary office work.

At times, an appointment may have to be broken by your employer. This is indeed a delicate task. Almost anyone who has an appointment wants to keep it and get it off his mind. People do not make appointments unless there is some matter that they wish to attend to. The secretary must be just as tactful in this situation as she is when the cancellation comes from the other party.

Emergency appointment. The emergency appointment demands intelligent rearrangement, to crowd in the unexpected person. One of the supreme tests of secretarial courtesy faces the secretary who must manage somehow to stretch out the conference hours for a man so that time is "made" for him to see everyone whom he needs to see. Fitting in everybody takes quick thinking. When someone has dropped in from a long distance without advance notice and your employer wishes to see him, you may have to slip him into some time out of the regular appointment order. This is naturally irritating to anyone who is kept waiting, yet your very manner may do much toward allaying that irritation. The secretary is constantly adjusting the appointment book or the calendar pad to the needs of all concerned.

Ready for the appointment. "Do you wish to have the entire folder about the new ventilating system when Mr. Jones comes this morning, or just the Jones contract?" This is the kind of question that the secretary who has foresight may ask of her employer, perhaps at the close of his morning dictation. She makes ready for each appointment. She saves him the time that would be consumed in his asking her for material that her intelligent interest should supply. Whatever is relevant to the employer's conference with one or more people the secretary should place on his desk in advance or else hand to him as the conferees are shown into his room. This is one of the supreme proofs that her mind is on her work. If her employer asks for certain matter while he is in conference, a further test is given to her. Can she find what is wanted? In other words, does she have papers exactly where they belong?

Two questions emphasize the principle of keeping an eye on

the time for appointments. They command the intelligent attention of the secretary in noting or arranging reminders that will demand attention at the right moment: *What will remind me? What will remind him?*

The date always—always the date. *Date everything*—these two words are italicized so that you will carry them into all your work in the office. "The date always—always the date" is a practical slogan for the secretary, who instinctively dates not only letters but also such items as these:

Memorandums, even of a brief, handwritten nature
Records of telephone messages
Telegrams
Reports
Tabulations and graphs
Consecutive drafts of a manuscript or advertisement or any data that undergo revision
Contracts, legal documents of all kinds
Requisitions
Orders, receipts, bills
All written work for which the date could by any chance be a fact of necessary knowledge
Even rough data that are put away for possible later use

The full date typed on a statistical tabulation today will help when—one year from now—it may be gathered with similar statistics for purposes of comparison.

The habit of dating things is one that belongs on the list of indispensable secretarial habits. There are five special reasons for dating everything.

The date itself may prove of vital importance. It may make an appreciable difference whether a letter was or was not

Written on a certain date
Received on a certain date
Answered on a certain date

The date may prove a convenient handle for reference. This may be true

In replying to a letter or a memorandum, *e.g.*, "In your letter of February 28, you mentioned. . . ."

In referring to a document, such as a contract of a given date
In referring to a bill or a check or any paper involving money
In mentioning a report or circular or catalog or bulletin or announcement or advertisement. This is why the secretary writes the *date* of the newspaper or magazine from which she makes a clipping or copies extracts.

The date is absolutely essential for purposes of filing and keeping all matter in order. Disorder means disregard for the time of writing a letter, or of mailing a letter, or of watching for the reply to that letter.

Catalogs and other publications must be filed, not only alphabetically but chronologically—by letter and by time, *e.g.*, the annual catalogs of the Hammond Business School are filed as a unit under the letter *H*, but the parts of that unit are filed in order of year, as follows:

Hammond Business School
Catalog of 1947
Catalog of 1948
Catalog of 1949, etc.

The latest catalog is at the front, in an upright file, or at the right, on a shelf.

Monthly reports that are made on punched paper and kept together between covers, with rings or fasteners, must be dated to show their order. Gummed tabs may show where each month's report begins.

Consecutive drafts of a report or statement or lecture or manuscript or advertisement must be kept in the order of revision. All the versions may be kept, for a time at least, for possible reference. A date on the first page of each draft will be the only guide to tell your employer and you which was written first and which next. In a folder, you will keep them for him with the earliest version at the bottom and the latest at the top.

Correspondence filing of course depends on the date.

The date is necessary for follow-up work by means of a tickler or a suspense file. Here are examples:

Your employer may write, "We have been looking for the report that you promised us on March 31."

You may watch for a telegram that was promised "by day after tomorrow at the latest"; the date of that promise is, therefore, important for your reckoning.

You may be told to watch for the reply to a letter that your employer is signing and to let him know if a reply does not come within a week.

The date urges special attention. It may be taken for granted that *undated* implies *unimportant.*

A dated letter is not allowed to stay on a man's desk indefinitely without some recognition. Too long a lapse of time is an unbusinesslike discourtesy. Besides, a man cannot afford to have matter accumulate; he must always keep up with his work rather than let his work get ahead of him.

Form letters should be dated; also advertising letters that are used to circularize. The personal name and address together with the date make the letter seem as nearly as possible as though it were composed directly for the individual addressed.

The place for the date. The upper right-hand corner is the place for the date on letters, memorandums, and most other written matter. This custom is almost as universal as the shaking of the right hand of a person to whom you are introduced. When the carbon copies of the letters that you send out and the originals of the letters that you receive are uniformly dated in that one upper right-hand corner under the proper letterhead, filing becomes simple. Anyone who handles files knows how wasteful it is to have the eye called from this accustomed place to hunt for a date, now in the middle of the top of the sheet below the letterhead, now in the lower left-hand corner. When you file a letter that is written on what is known as "letter paper," and find the date given on an inside page that has been folded out of sight, you will see how troublesome a deviation from this rule can be. *Because the secretary habitually writes the date in the right-hand corner, she is protected from forgetting it.*

Let the final figure of your date establish the right-hand margin for your letter to a nicety. Gauge the width of your line of writ-

ing by glancing at your shorthand notes or whatever you may be transcribing, and gauge the height of your letter. Then write your date where it will start the framework right for your entire letter. Once the date is entered, you have established the setup of the whole sheet. Always you will have a pleasant pride in the appearance of your work.

Styles in dating. A brief outline as to what, where, and how to date has been given as a part of the office manual in Chapter 2. There and elsewhere we have touched upon two uniform rules for dating:

Whenever possible, date a paper near the upper right corner for uniformity in filing.

Do not put a period at the close of a date that stands alone.

Let us look at several specific aspects of handling words and figures as they refer to time.

Spelling the date in full. Legal papers are, as a rule, protected by having the date of the month, the name of the month, and the year itself spelled out in full, for example: *The fifth day of March in the year nineteen hundred and forty-seven.*

Spelling the name of the month in full. All formal correspondence, manuscripts, reports, and matter requiring a dignified appearance require the name of the month in full: *March* **5, 1947.**

Abbreviating the name of the month. Less formal correspondence may have the name of the month abbreviated: *Mar.* **5, 1947.**

Using the skeleton date. Memorandums, telephone messages, sheets of rough data, informal information, bills, invoices, orders, and notations may be swiftly dated by use of the number instead of the name of the month, and of the last two figures instead of all four figures of the year: **3/5/47.**

If you write by hand or on the typewriter the names of the months of *January, February, September, December,* and then write the figures for those months—**1, 2, 9, 12**—you will immediately see what a timesaver the figures can be, provided that they are used with accuracy. **3/5/47** says to the business person, "March **5, 1947,**" just as surely as **$1,000** says, "One thousand dollars." The skeleton date is sufficient, for instance, on a telephone message that has been received and noted for the employer.

The following table should be learned so thoroughly by every secretary that the figure 3 means *March* to her, just as surely as the figure 5 means the *fifth day* of March in the date 3/5/47.

NAME OF MONTH	ABBREVIATION	FIGURE FOR MONTH	NUMBER OF DAYS
January	Jan.	1	31
February	Feb.	2	28 or 29
March	Mar.	3	31
April	Apr.	4	30
May	May	5	31
June	June (Jun.)	6	30
July	July (Jul.)	7	31
August	Aug.	8	31
September	Sept.	9	30
October	Oct.	10	31
November	Nov.	11	30
December	Dec.	12	31
			365 or 366

Using the day of the week. The day of the week is often written with the date of the month, so that they may corroborate each other as to accuracy and fully inform the person addressed. In the body of a letter, the day of the week is spelled out in full: *Wednesday*. For column headings in tabulation, for appointment cards, and for brief messages the days of the week may be abbreviated. In a rough draft, which is being gathered, or on the first draft of a very important letter or report that is being worked out, both days and months may be abbreviated with the plan of writing them out in full in the final, formal version. The customary abbreviations for the days of the week that will always be unmistakable are

Sun.	*for*	Sunday
Mon.		Monday
Tue.		Tuesday
Wed.		Wednesday
Thu.		Thursday
Fri.		Friday
Sat.		Saturday

Never write at the head of a message: *1:30 Friday,* as the memorandum may be held over for some time and then have to be filed

or attached to some other paper. The question then is, *Which* Friday?

Mentioning the year. The writing of the year, either by name or by figure, is necessary on memorandums and on any matter that is going into the file. This is somewhat difficult for a beginning secretary to realize. After she has handled correspondence over a period of years, she learns for herself that, while she is living in the year **1947,** the date March **5** seems to be adequate without mention of the year. As soon as she has to handle the correspondence of the fifth day of March in the years **1947, 1948, 1949,** and so forth, she knows that she cannot be too explicit in this particular. Always the date, and always the date in full—that is a safe rule. This not only helps in filing and in finding a paper, but it is necessary in *refiling* a paper that has been taken out for use a year or more after its writing.

Using words that stand for extent of time. The words *second (sec.), minute (min.), hour (hr.), day (d.), week (wk.), month (mo.), year (yr.)* may be used in abbreviated form only in informal work or in tabulation. The word *hour,* for instance, should not be abbreviated within a letter in the phrase *fifty cents an hour,* although it might better be abbreviated as a column heading on a pay roll.

Such a word or phrase as *today, tomorrow, yesterday, next week, last month,* and *week after next* should never be written without a date to tie it to. Suppose *today* to be Thursday; on tomorrow, *today* (that is, Thursday) will be called "yesterday" and Friday will then be called "today." A neglectful secretary may cause much confusion by using these words without a date that will show "today" to be March **5, 1947,** for example, even though she abbreviates that to the minimum of **3/5/47.**

The correct date. It is hard to overestimate the importance of correctness in writing a date. Some vital matter may hinge upon it.

The date of the writing of a letter must be right. This means attention to turning a day calendar every day. It means turning a monthly calendar on the morning of the first day of the month.

The date of receiving a letter must be right. This means a regular habit of shifting the date-stamp figures the first thing in the

morning and of watching the shift of each new month name and of the new year figures when December has run out.

You are constantly using the current date—that is, today's date—both by hand and on the typewriter. The first of the year and the first of the new month may catch you unawares, if you are not careful. For thirty-one days you date your work May 1, May 2, May 3, and so on, through May 31. Overnight your dating must become adjusted to the new month of June. Everything that you date on this new day must read *June 1,* and without hesitation on your part. The first of the year brings a special test of your date accuracy, because for the whole year past you have been writing the same figures at the end of your dates. Checks, important documents, and written work of all kinds must be thoroughly guarded by your attention to this change in year. Every January you should drill yourself in this. Impress your mind in any way you can so that you will attend to the demand for correct dating.

Connecting steps. One of the supremely reliable ways of linking together related steps in a transaction is the use of dates. Which step came first? Who began this piece of business? What brought it to a conclusion? Did it progress as swiftly as it should?

In your file, the latest item of a series always will lie on top when the folder is opened. Running down through the papers bearing dates in their reverse order, you can follow cause and effect right back to the beginning of a piece of business. Notice how the following four items were put in their folder in consecutive dated order:

FILING	DATED
A carbon copy of a memorandum	March 5, 1947
A telephone message taken down in reply	March 6, 1947
A carbon copy of a letter based on that message	March 6, 1947
An original letter received in reply	March 10, 1947

Cross-referencing depends in part on noting the date of the paper referred to. In addition to the alphabetic cross-referencing by the name of a person or the subject of the communication, the date of the letter is recorded on the cross-reference sheet. This date links the letter itself with the cross-reference sheets them-

selves. The date is like a cord that unites material that belongs together, no matter how scattered that material may have to be kept for purposes of finding. A letter in the file may say in your handwriting: *See safe for contract from Thompson Brothers, 3/17/47.* You may be keeping a dozen other contracts from Thompson Brothers in your safe, but the date of this notation points the way directly to the particular contract concerned with this letter in your file.

In correspondence it is a common practice to tie one item to previous items by referring to them by date. There are many outworn ways of doing this, such as, "Your letter of the 25th is at hand and we would say in reply. . . ." These old phrases carry more words than meaning; many of them you have been warned against in your study of letter writing. The natural, brief phrasing of the date reference includes such expressions as

Your letter of January 4 came through quickly, and we are impressed with the proposition you have made.

When we received your quotation of July 8, we were convinced that you were making us a considerate offer.

We have been delayed in answering your question of December 24 because your letter was held up in the Christmas mails.

The lease that came with your memorandum of April 30 is being returned in duplicate.

Notice how the fact of the date itself can be woven into a statement that immediately begins the business of the letter. Whenever letter writing becomes your responsibility, you should be able to write readily in a way that is not stilted.

The mention of the date ties the letter for the file of the writer and for the file of the recipient as well. The person at each end of the correspondence is helped by this date reference, which mentions the item just previous. When a letter of confirmation of a telephone conversation goes into the mails, it mentions that it is "confirming the conversation of September 29." It is not necessary to write "September 29th," or "the 1st," "the 2d," "the 3d," "the 4th," and so on, though this is often dictated. "Of September 29" means just as much as "of September 29th," and it is shorter and more businesslike.

Dates that mark intervals. For the responsible handling of the tickler, of follow-up matter, of appointments, of regular notices, and other tasks that depend on intervals of time, the secretary must be intelligently date-conscious. What ought to be going out? What ought to be coming in? The following table shows some of the types of date intervals that guide definite procedure.

Annually	An annual statement may be issued
Biennially	A report may go out every other year
Semiannually	Raises in salary may be given consideration twice a year
Quarterly	Income tax installments may be paid four times a year
Monthly	Bills may be rendered
Weekly	Pay roll may be made out every Thursday
Daily	Daily report of the clerk of works for a contractor may have to be typed
Hourly during each day	The office boy may deliver and collect at your desk once an hour

In addition to these clearly marked intervals of time, certain duties may depend on the secretary, such as the sending out of notices for a bank directors' meeting on the first Tuesday of each month. Other such regular intervals may be reckoned by

The first day of each month
The last day of each month
The 28th of each month (when certain stores close their current bills to customers)
Every Monday
The middle of each month
The first of the year
The end of the year
Every four weeks, regardless of the months

It is such intervals that bind the secretary to many of her routine duties. Whatever becomes habit should take less time. All possible time should be conserved for the unusual tasks that demand special alertness because they cannot call on habit for swift performance.

CHAPTER FIFTEEN

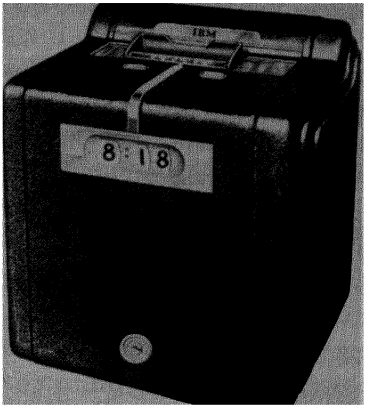
THE NEXT TASK

Irregular schedule. For the secretary the office day cannot run on a schedule. There are too many interruptions, too many irregular tasks, too many variations in the lengths of pieces of work. In this complex job you must therefore take an intelligent attitude toward the planning of your own work. You are not told by your employer in just what order or at just what hours you should put through the work he places in your hands.

Early in your secretarial career one of the most difficult things to meet will be what seems like a long, long day. Your hours may be from 9:00 a.m. to 5.00 a.m., with an hour out for lunch. But there will be times when you must get to work early, others when emergencies may keep you late, and sometimes on the very day when you have made a luncheon engagement you may be delayed. You may be held up by a telephone call, by unexpected dictation, by a caller whom you must interview for your employer, by a letter that must be put through immediately to make the air mail collection, by the fact that your employer is in a conference that cannot be interrupted and you must ask a question before he leaves for a directors' luncheon meeting that will last into the afternoon.

The ordering of your day is not in your own hands. It is in your hands, however, to see that every important piece of work belonging to that day is correctly put through to a finish. You will come to know what duties must be attended to regularly in the particular position you are paid to fill. There are certain tasks that cannot be pushed aside in favor of others. They must be put through anyway. People who work at monotonous routine jobs all the time sometimes envy others who have the interest of variety, and on the other hand people who have various demands pulling at them day in and day out sometimes long for monotony. Without question, the day of the average secretary has variety—in tasks and situations and in the people who are met.

The telephone interrupts. It will not wait; it will ring until you answer it. It may insist on being answered before you take off your coat. It may ring three times while you are in the midst of transcribing one fairly short letter. You may have to try again and again to reach a certain person who "does not answer." The tele-



The time clock shown above is known as the International Business Machines All-Electric Attendance Time Recorder. If the secretary is employed in an office where such a machine is used, it becomes as familiar to her as her pad and pencil. (*International Business Machines Corp.*)

phone is a convenience, but it also is a thief of time and, except when you make the call, you have no say as to when or how long the stolen time shall be.

No matter how well you organize your day's work, you must still allow for "thieves" that try to disorganize your plan of procedure. The mail that you have to open at different times through the day will vary not only in its amount but in its nature. Sometimes you yourself will have to attend to gathering many data to go onto your employer's desk with the mail. Again, you will have several letters to answer in time for him to sign. You may have

many matters to pass along for the attention of others than your employer. Yet on some days you may have a sudden lightening of mail so that you feel quite free for other tasks. The amount of time spent in taking dictation on the working days of the week may vary extraordinarily. Dictation is often given in spurts through the day. The time required by pieces of rough draft varies with the kind of material, with the necessity of looking up facts or checking data or addresses, with the number of interruptions during the time in which you think you have settled down to your typewriter. The time required to attend to callers from outside and from inside the office also must vary. Of two successive business callers, one may absorb only a moment of your time, while the other may take three-quarters of an hour, no matter how concise you try to make the business in hand. And the necessary business calls of the office staff on one another vary in their frequency and in their length.

Time-consuming irregularities require quick thinking and patience. Your employer may expect you to take notes at an important conference lasting for two hours. While you are sitting quietly and attentively at that conference, no one goes ahead with your other work. It awaits the swift concentration that you will have to bring to its details to make up for this time out. It is when you go back to hurry through this accumulated work that you will be glad if you can do these things:

Read back your shorthand notes accurately
Typewrite correctly at a high speed from notes or from a dictating machine record
Spell without hesitation
Watch your motions at work so that you waste no little fractions of time
Maintain your secretarial equipment in good order to serve your work efficiently
Depend on your judgment to make quick, sensible decisions
Keep calm under pressure, forge through work without fear and without undue nervous tension

Especially fine judgment regarding the order of work is demanded from the central stenographer or secretary who serves

several superior officers. She must be ready to take dictation from any one of them at his convenience. Or she may have to handle the dictating machine records from several. She must exercise her judgment as to which are the first things to be done for each. In the course of the day, she may not do any more work than she would if just one of these people required all her time; but no matter what the total amount of work done, it is for her to adjust what she can accomplish to the relative needs of them all.

The secretary needs a systematic plan. The very fact that the secretary's schedule is irregular makes it the more necessary that she should systematize known tasks through the day and through the week. No matter how varied the demands and no matter how many the interruptions, there must be system in handling her work. The secretary knows how to strike a reasonable balance between the two necessities of stressing important work and of keeping up with all work.

Varied as the claims may be, she learns to sort them with decisive judgment into four degrees of immediacy:

First things first
Next things next
Things that can be done at any time, but must be done sometime
Things that can be done ahead of time

One fact is her constant whip: *Everything must be put through sooner or later.* She shoulders the entire responsibility of her own position.

First things first. Important matters must be finished at the first possible opportunity in the order of their importance. These matters differ in different positions and from day to day in any one position. Here is occasion for the secretary to use that fine trait of initiative. Whatever the business, the secretary must come very soon to an awareness of the kinds of duties that are likely to prove most important. Some of the questions that should be ever present in her mind are these:

What matters should be rushed?
What memorandums are pressing for attention?
What are the appointments?

Is there mail that should be opened?
What should be followed up?
What should be filed today?

Let us consider some of the details of these questions from the point of view of the secretary.

What matters should be rushed? Whatever cannot wait must not wait. Telegrams, rush orders, and urgent matters of whatever kind must be pressed through with intelligence, accuracy, and speed. Notice the order of those three words. Going ahead with speed, without knowing how or understanding what the task is about, is not speed after all, because pushing a task ahead blindly means delay along the line eventually. The secretary must be notebook-conscious or record-conscious. She must know which of the matters buried in the dictation should be brought out immediately.

What memorandums are pressing for attention? These must fit into the organization of the day. The secretary is aware that Mr. Ellis wishes to be called at about ten o'clock, that she said she would let Miss Sullivan know when her employer could be seen for a brief conference, and that an answer to the night letter to the Cato Brothers should be received before noon.

What are the appointments? All day long a secretary is aware of the hours as they bring along appointments for her employer and sometimes for herself. Appointment-consciousness—this must be one of her outstanding traits.

Is there mail that should be opened? At any time something of immediate import may be hidden in the mail. The importance of the matters that press definitely on your attention is one thing; you know what those matters are. But something of even greater importance may lie buried in that unopened pile of letters. This duty of knowing what is in the mail should be attended to as the mails arrive through the day. Matters of first importance should be on your employer's desk for first attention. If he usually comes in promptly at the opening of the office, it will repay you to be a trifle early.

What should be followed up? Your tickler acts as a daily reminder to answer this question. Whatever is noted in your tickler

for today's attention should be put through before the day is over. It may be a matter to which you meant to call the attention of your employer or some other member of the staff. It may be a matter that you yourself should attend to. Your tickler system will help along your work only when you keep up with it. Your tickler is one of the means of definitely partitioning off work for today's schedule.

What should be filed today? Many secretaries make the mistake of putting this question under the duties of minor instead of major importance. If you attend to your own filing in a position involving general secretarial duties, it is important for you to keep up to the day with your filing, as we have seen.

Next things next. After a short time in a position, it is not difficult to choose those duties that must come first. What taxes the ingenuity and the endurance of the secretary is that great body of work which comes next after the rush matters. You train yourself to turn next not to the work that most intrigues you but to the work that most needs attention. If you have a tendency to procrastinate about certain pieces of work that must be done, your work will drag. Do not allow yourself to indulge in habits of dawdling. Drive your work along and "make good time."

The smoothness with which each of these "next things" is carried through depends on the personality of the secretary. If she knows what she should about her work, understands what she is doing and why, and has skill at her fingertips, she can go ahead with confidence. If she is annoyed or hesitant or ill prepared for what is to be done, or uncertain about instructions, even an uncrowded day is likely to be what she calls "hectic," whereas a day crowded with work will be tranquil if she can put things through capably and calmly.

Self-confidence and poise are important, and so is the faculty of keeping up with your work. Do not try to hide behind the word *hectic* when you are at work in an office. Even though you have had a hectic day, you may as well keep quiet about it, because to admit it is a confession of weakness. The thing that has given you this feeling of strain and overwork is not the quantity of your work but your emotional attitude. Besides, the co-workers to whom you sigh that you have had a hectic day may have put

through far more than you without making so much fuss about it; the less said, therefore, the better.

Things that must be done sometime. Matters of definite importance or of regular routine fall into the order of the day as the first things and the next things. No matter how seriously you determine to keep up with your work, a certain number of tasks seem bound to hang over. Some may be left over from the necessarily crowded day before. Others are minor duties that may be cared for at "any time." Your employer may say, "Sometime will you look this up for me?" or "Sometime I wish you would talk this question over with Miss Whittemore to see what she thinks of it in connection with our office." This word *sometime* is the invisible label on all duties that can apparently be postponed until tomorrow or next week or next month. No great line of these labels must ever be allowed to stand waiting for you. *Sometime* must be a definite time in your plan of work. *Sometime* does not mean "no time."

A secretary often has to "make time." Making time means cutting corners, making quick decisions, remembering what otherwise might have to be looked up, and handling minor matters in a minor amount of time. Spare moments should be used for study of the business. The secretary who has her entire mind on her position makes time for everything that has to be done.

The necessity of fitting in things that can be done at any time, but must be done sometime, requires the secretary to be on the lookout for consecutive time as well as for crevices of time. When her employer is called out of town for a day or more or is in a long conference, she should be wise enough to take the opportunity to hammer away at some long piece of work.

Miscellaneous odd jobs make good use of spare time. Keep a list of these and fill them in when you can. For instance, ideas may occur to you for making some part of your work more efficient or convenient. You say to yourself, "I'll fix that if I ever get time." Write this down, and when there is a chink of time, you may fit this task in. Thorough cleaning of the typewriter and renewing the ribbon are two odd jobs that should not force themselves into pressing hours of work. You should never let your typewriter ribbon become so faded that suddenly in the midst of important

transcription you realize that you cannot type a certain rush letter without changing it. Time yourself when you change a ribbon and you will see what a delay this can be. The same is true of having supplies ready at your desk. You should not have to leap up from your work to get carbon paper or envelopes or other regular necessities. Attending to having a proper supply at hand is one of the odd jobs to be fitted into moments of waiting.

Things that can be done ahead of time. To keep caught up with today's work is important. To get ahead of today's work is more so. For there are certain routine matters that often can be turned off in advance, such as preparing sheets for pay-roll entries, or mimeographing forms that will be needed at the close of the month, or making up tabulations that are bound to be asked for later. If such work falls due on a day when interruptions are many, you will be relieved to turn to a folder and find these ready for use. "Clear the track ahead" is one of the answers to the question, "What shall I do next?"

Attacking the task. There are three outstanding ways of being a swift worker: attacking the next task decisively; resuming work readily after interruption; and forging ahead steadily to the end of the task.

If you are given to being overhasty, then you should be careful not to go ahead without considering how to go ahead. But if your tendency is to weigh possibilities, to wonder which way your employer would prefer a letter arranged as to margins or spacing, to linger too long over notes that are not clear to you at some point —you must learn to *go ahead one way,* even though it may prove later not to be the most perfect way. Use your *best* judgment but use it quickly; if it turns out to be *good* judgment, the piece of work will be good.

No one item of work is worth a hesitant attack that consumes time with nothing to show as a result. If your machine is strange to you, do not sit and look at it vaguely, wondering how to center your paper. This is a test of your immediate resourcefulness. Do not stall. The trait of initiative requires energy. Power to begin can be acquired if you watch your habits.

Meeting interruptions. After attacking a task and getting it under way, the secretary must be prepared to meet interruptions agree-

ably and then to resume work readily. When the secretary has her day's work well in mind, the day would be comparatively simple to put through if it were not for contingencies. Her plan of work must include time and patience and judgment for these unforeseen demands. You can readily see that such demands cannot be put off or ignored; they must be met and dealt with quickly and wisely; and foreseen duties must be immediately resumed. The order of foreseen work must be elastic enough to allow room for the unforeseen. Among the "Stop" signals are such "unforeseens" as these:

The ringing of the buzzer by a superior officer. This means to stop what you are doing—to stop immediately, with full attention to the dictation or request. The efficient secretary expects the unexpected.

The ringing of the telephone bell. You may have one or more telephones to answer. At their call also you must stop immediately; the bell may ring several times, but delay beyond that will mean that "the party has hung up." Take down the message. If it requires immediate attention, attend to it and then turn smoothly back to the interrupted task.

The appearance of a caller. The caller in person can be kept waiting more readily than can the caller by telephone; but he must be attended to, even in the midst of a particular piece of work. If you are transcribing, take up your colored pencil quickly and make a check mark, so that you will know where to start when your "Go" signal lets you resume your way again.

The demand for information to be looked up. When you are in the midst of a piece of work, you may be stopped by the necessity of hunting for certain information. You may need to corroborate a name and address or figures or a quotation. You may need to fill in a gap in dictation from some data to which your employer has referred with the expectation that you will do the reference work for him.

The arrival of a telegram or of urgent mail. When mail is delivered to her desk, the secretary may not attend to it all right away, but she is attentive to anything that may need urgent care, even though she would like to go on with the work thus interrupted. The telegram to be sent out by her is a "Stop" signal for

all other work until she has started it off; the telegram received by her holds up other work until she has taken it to the proper person or attended to it herself.

The necessary errand of an associate. The necessary business errands of your associates are in their way important to the progress of the whole work, and they must be met with attentive interest and dispatch. Do your part in teamwork with decision and courtesy. *You will not be a good worker unless you are also a good co-worker.* The secretary becomes skillful at taking interruptions herself and also at interrupting others. Since interruptions are bound to take time, and often quick thought, the one safeguard for the secretary is her habit of not meeting interruptions with resentment. When they can be met quietly, much less nervous energy will be used up. You need not let other people impose on you; that is not good sense. But you will wear yourself out to no purpose if you arch your back at every interruption.

The unnecessary social errand of an associate. There is one special sort of interruption that interferes unnecessarily with planned work. This is the more or less willful interruption on the part of a girl who bustles about as a kind of newsmonger. When she thinks of something that she wants to tell someone, she hops up and goes to that someone's desk, regardless of the work of either one. The business that she contrives to make up for these little trips may in some slight way be connected with the actual business of the office, but the trip does not further the day's work of either the interrupter or the interrupted. As she runs from desk to desk with something or other that she feels is "too good to keep," such a girl steals five minutes of her own time and five minutes of the time of another employee—until she has run up an appreciable debt of minutes to the company.

The efficient secretary does not play the robber of time by bothering others, nor does she encourage this type of interruption from other girls. When a girl is supposed to be at work, she need not be afraid of "not seeming sociable enough." There are many other ways in which she can show her friendliness. Your associates will respect you if you devote yourself to work throughout working hours.

Finish it now! The habit of finishing pieces of work that have

been started saves those pieces from hanging over, unfinished, for that indefinite *sometime.* Unless a piece of work of rush importance demands the use of your typewriter, do not take a page from your machine until you have finished it. Complete it swiftly



Finish it now! Unless a piece of work of rush importance must interrupt what is in the typewriter, whatever has been started should be finished swiftly and with the keenest concentration. Whenever you transcribe you should have a sense of assurance that your position is correct and that all necessary materials are at hand.

with the keenest concentration before starting another piece of work in your typewriter. Otherwise you will find yourself putting off the finishing act until that indefinite "sometime" when you will have to readjust yourself to what it was about and will have to make cautious realignment of the sheet in the machine—an especially time-consuming task if carbon copies are involved. When a task is finished, drop it and make a sure attack on the next task.

Overtime and odd times. Pressure of work cannot be distributed

evenly in an office. The secretary never can be sure when a seeming avalanche of work will come. There are even occasions when she must be ready and willing to work overtime. When she has to push through extra work, there are various ways of meeting the requirements, and the efficient secretary makes adjustment to special needs by one or more of these methods:

Staying after hours, even if everyone else leaves
Coming early
Shortening the noon hour
Returning to the office in the evening
Taking work home to do at night or over the week end

You need not worry about a few minutes extra at the beginning of the day as "overtime." From the standpoint of health and of efficiency as a whole, arriving a little early will prove better for you than stealing time out of your noon hour, for this is not a good practice. It is true, too, that the next day's regular work usually suffers if you resort to evening or week-end work. For emergencies, extra hours are necessary and prove a real relief to the mind of the secretary as well as the employer. Extra time, however, must not become a habit. By working extra time you may be able to take care of extra work, but remember also that you must take care of yourself for the sake of your regular work. The occasional overtime spurt "to help out" shows a ready spirit and an interest in the business. Overfrequent overtime work may indicate defects in your way of planning your day or in your general efficiency.

Now there is such a thing as an employer who is so eager to push his business or improve his professional services that, without realizing it, he seems to impose on his secretary and perhaps on his entire staff. If a man violates what you understand to be the agreement between you about hours and does it to such an extent that it seems to you an imposition, you should go to him and talk it over. Choose a time when you believe him to be reasonably free to take up what will seem to him a matter personal to you rather than personal to him. Do not choose a time when you yourself are especially fatigued, because you may not be able to speak calmly. Sometimes a man does not recognize that he has

been expecting too much, and he may be willing to get in part-time help or assistance for certain extra work. Sometimes extra pay—perhaps time-and-a-half pay—may be offered by way of compensation, but as a rule you are expected to plan and to put through your work within office hours.

Remember that the majority of employers mean to be considerate. It is difficult for a man to judge how long his secretary really ought to take for certain kinds of work. Even an experienced secretary will find it hard to tell in advance just how many minutes or hours it will probably take to copy a certain rough draft, or tabulate a certain group of statistics, or transcribe a certain number of pages of shorthand notes. To the variety of contingencies involved in the work itself is added the variety of interruptions that may come—and in this regard no prophecy can possibly be made. For an absolutely routine job, with little or no interruption, an estimate may readily be made after some experience. But secretarial work without irregular demands on minutes here and minutes there is unusual. The employer himself has seldom had secretarial experience of his own. He judges the amount of work that you should put through by his experience with other secretaries—and also by *what he needs to have put through.* Naturally he expects to keep you busy throughout office hours; he cannot afford to have you idling.

Some causes of overtime work. If you are in average good health —the kind of health that can hold a steady job—and your strength is being overtaxed, your employer should know it, because the quality and the quantity of your work depend on the dependability of your health. It is, of course, for his benefit that he should know when or whether he is stretching your strength beyond reasonable limits.

When you are working overtime night after night, you owe it to all concerned to make three tests: (1) Is the trouble with me? (2) Is the trouble with my position? (3) Is the trouble with both? Keep track of your overtime for a while—maybe you are not giving so many extra minutes as you think. *Before you complain of long hours or too much work, remember that it may be far easier to correct your own ways than to get someone else to lighten*

your burden. That is one kind of self-control. Ask yourself these questions:

Am I planning my work the best way?

Is there any one type of task that is repeated for which I have not established an intelligent, regular, swift procedure?

Do I take too long in attacking or thinking out special pieces of work that do not come with regularity?

Am I slow about reading my shorthand notes? If so, can I diagnose and cure the trouble, or should I get expert help for this?

Is my typewriting speed slack? If so, what shall I do about it?

Am I slow about reading my employer's handwriting when I copy rough draft? If so, what retards me?

Is any of my equipment so inferior that I am being held back from reasonable accomplishment? If so, is it important enough for me to ask for better equipment? Or can I make more resourceful use of present equipment?

Do I return from interruptions to the interrupted task with quick adjustment?

Am I talking to my associates about matters other than necessary business? And do I make my business errands about the office as brief as possible?

Do I take too much time off in stepping out of the office to the lavatory or on other errands?

Do I linger too long at the telephone over business calls? Can I be just as courteous but learn to be more brief at every point of conversation from the moment I lift the receiver right through to the close? Do I waste office time with personal telephone calls?

Am I keeping all equipment and supplies in the most accessible places, including paper, envelopes, postage, frequently used lists, dictionary, telephone directory, and other reference books?

Are there any tasks that I can combine in some way for economy of motion?

Am I using crevices of time to good profit in pushing my whole job ahead?

Do I dismiss callers readily without waste of time, yet with due courtesy?

Am I at my desk at work every possible moment? What about my absences, tardiness, lateness in returning from the noon hour? Do I spend all office time on office work?

Have I too many outside interests? Am I able to drop these interests from my mind during working hours? Am I regulating my hours of recreation so that I have enough sleep and come to the office alert for work?

Am I assuming apparently necessary outside responsibilities in the home or otherwise to an extent that is affecting the vigor of my office work? If so, can I do something about this? Who will give me the best advice to alleviate this condition?

Be your own efficiency expert, observing your habits in the light of your regard for the two questions "What time is it?" and "What shall I do next?" At regular intervals throughout your secretarial career check yourself for adequacy to your position. Your employer will know the results of these habits and will pay you accordingly.

CHAPTER SIXTEEN

CARRYING THROUGH

Drive is essential. Every piece of business must be carried through. The secretary watches so that each step comes to her attention or the attention of her employer at the right time. Together they not only understand what each step is about but also proceed actively to carry it through to its earliest possible finish.

This idea of "carrying through" is like one of the principles of golf playing. When a man learns to play golf, one of the important instructions about driving the ball is to "follow through." The eye must be on the ball, the mind must be on where he wants that ball to go, and the club must swing back first by way of preparation, then hit the ball truly—and after that must carry the stroke through. When a business transaction is to be handled, the employer and his secretary proceed in much the same way.

The secretary must appreciate the importance of timing each step. There is a time at which an important telegram should be sent, a time at which an important agreement should be received or followed up, a time when reference material for which a man has asked should be ready for his use, and a time when he should be reminded of an appointment. Ask such questions as these:

Is that letter *ready* to be signed?
Have I that tabulated report *ready* for the Treasurer?
Is the material *ready* for my conference with Mr. O'Brien?
Is the copy of the contract *ready* to send to the agent?

You are expected to understand not only what is to be carried through but also when it is to be carried through. Some work requires deliberate attention to details or consideration of facts and figures. Other kinds require speed above all things. But all require proper timing.

Memory and its assistants. Since the secretary must remember to carry through each piece of work at the proper time, an employer desires one who "has a good memory." The memory of the secre-

tary is helped by three practical and reliable assistants: the dated tickler, the calendar pad, and the memorandum.

The tickler. The tickler, in any one of the following forms, serves to "tickle" the memory at the right time.

Folders marked for each day of the month with successive folders for the twelve months of the year—a "suspense file," in which many papers and memorandums make their appearance on the right dates

A "Pending" folder to hold reminders of work to be done at a definite time and of replies to be expected within reasonable time

Cards that are so arranged that they "come out" at the right time with their various reminders

Dated sheets that regulate follow-up work

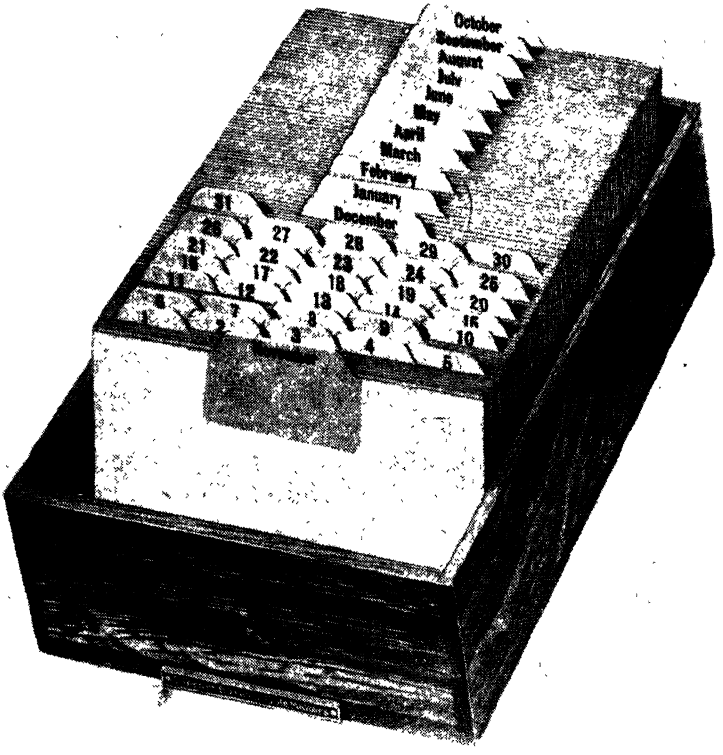
No matter what the form or the size of your tickler, it assists your memory in carrying through work at the right time. Your tickler is only as intelligent an assistant as you make it. It will tell you whatever you ask it to tell you. If you put into your tickler under the right date a letter that must be followed up on that date, your tickler will prove to be an orderly and timely assistant. If you should be careless about such a letter, it will "come out" at the wrong time and your employer may lose an important bit of business.

The tickler jogs the memory for both outgoing and incoming matter. If you wrote to Mr. Pender that you would send a copy of the new catalog of supplies on the fifteenth of the month, your carbon copy of the letter to him or a memorandum of the same should remind you that the catalog is to *go out on that date.* If Mr. Pender wrote to you that you would receive his new catalog of supplies by the fifteenth at the latest, your tickler should remind you that the catalog is to *come in on that date.* Your tickler keeps track of the inflow and outflow in their relation to time and the necessary pressure of carrying through the details of every piece of business.

The calendar pad. The calendar pad serves as a sort of miniature tickler, reminding the secretary of what should be carried through during the hours of the day—who is coming by appoint-

ment, who should be reached by telephone, what special work is under the time limit of that very day.

The memorandum. A memorandum demands attention. When



To jog the memory of the secretary a tickler file is used. Such a file is arranged by date and can be used to bring up both incoming and outgoing matter. *(Remington Rand, Inc.)*

you write down, *Call Mr. Reynolds at 2:15,* you have not carried through; you have merely given your memory a written assistant in the work of carrying through. The secretary must not feel that making a memorandum really accomplishes anything—it simply reminds her to accomplish something.

Other aids to carrying through. In addition to the tickler, the calendar pad, and the memorandum, carrying through depends on

The order in which work is done
The choice of the best means of communication
The selection of the right equipment and supplies to promote the best procedure
The keeping of equipment and supplies in such order as to make speed natural
The perfect filing that makes every single thing that is wanted immediately accessible
The care of the two desks so that both secretary and employer see what is to be done without hunting about unnecessarily
Intelligent obedience to instructions and intelligent asking of questions

Carrying out instructions. The secretary must hear and heed instructions. Orders are orders and your employer has a reason for each one. For instance, Mr. Rice answers a letter from Mr. Smith and at the time of dictation says, "Please look up the full name of the man Mr. Smith refers to in his postscript." He has in his mind that when that name comes back to his desk, he will dictate a second letter. If his secretary fails to carry through that instruction, he may never think of it again and an important contact may be lost to his business.

You must keep a sharp eye out for seemingly unimportant commands, such as:

"Make immediate apology."
"Let me see this again next week."
"File."
"Return to me when Mr. Atkins has seen this."
"Send copy of this to Buffalo office."

Each one of these may sound unimportant, but the secretary cannot judge how much may depend on her faithful attention to them.

"I didn't know that you meant. . . ." A large part of a secretary's ability to carry through her share of work intelligently and at the right time depends on her knowing and caring what it is about and understanding her part. Sometimes instructions are given. Sometimes they are implied. Sometimes they are neither given nor implied; the secretary herself is expected to know how and when and why to go ahead. If Mr. Safford asks Miss Robson to make a

graph of the daily progress of certain sales during the past month, she may carry through that task readily enough. But there are two ways in which she may misunderstand his order. She may assume that he means to have her do this at the beginning of every month; so she will take time for the purpose, only to learn later that he wanted the graph for just that one month. Or she may assume that one graph was all that was wanted, only to find, six months later, that he has assumed that she was continuing to collect this graphic information for use when called for. The excuse would be: "I didn't know that you meant for just one month" or "I didn't know that you meant for every month." In either case, the excuse does not suffice. You must find out, by asking questions, what is "meant" for you to do; you must not work blindly.

Your secretarial understanding of the importance of time follows these two general instructions:

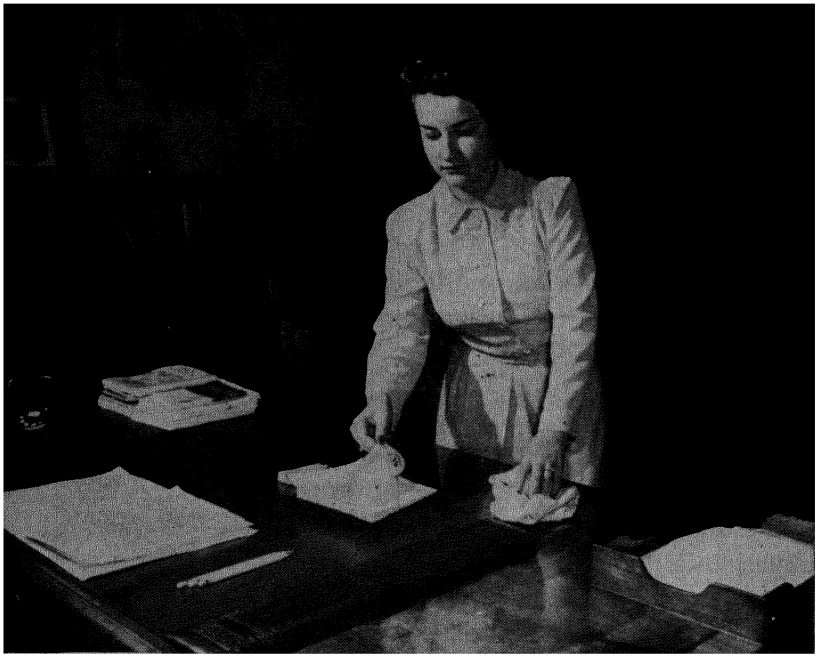
Carry through everything that is necessary.
Carry through nothing that is not necessary.

And these two lead to the intelligent question that is always in the mind of the secretary: "What am I doing this for?"

The dignity of menial tasks. Some secretaries feel that they are above so-called "menial" tasks; others perform them as a matter of course quickly and with dignity. The kind of employee who frequently makes the complaint, "They always give me the dirty work to do," fails to realize that even the man at the top has to do many tasks that are commonplace and perhaps distasteful to him. The best thing for such an employee, for her own contentment and for the peace of those about her, is to face the fact that all work in an office must be carried on by someone. Only by efficient and good-natured attack on work that is assigned to you can you expect to advance to more agreeable duties in the office. No one can expect to be free from work that is not to her liking.

Attention to petty details takes imagination as well as patience. Instead of being "above such work" in the overproud sense of these words, you are above it in an actual sense because you do it without annoyance. The secretary who is anxious to improve her position shows a spirit of willing co-operation at all times, regardless of the nature of assigned tasks.

Foresight. The wide-awake secretary more and more understands what is being projected by her employer and adds her intelligent foresight to his, so that their work comes along well together. It is this word *foresight* that is important to your pay envelope. "I need



The dignity of "menial" tasks. A part of the work of every secretary is tidying the office in the morning, with such tasks as adjusting the date pad and dusting the employer's desk.

a girl who will anticipate my wants." That is one of the leading demands of the employer. In order to anticipate the needs of a busy executive, you must be interested in the success of his business. Whenever a man asks you for something you could have foreseen his need of, you have wasted his time. Your imagination will gradually tell you what you can make ready for him. On his desk you will anticipate his need of a blotter, a red pencil, a certain record sheet for a ten o'clock appointment, a report for the afternoon's conference, and the folder of correspondence that belongs with an important letter that you have just opened for him. Nothing is too

little or too big for a secretary to think of to save her employer's time.

Business promises do not take care of themselves. Brief written promises play a frequent part in correspondence. Suppose, for instance, that you are secretary to Mr. Hall and have mailed your transcription of his dictated letter to Breck Brothers, which at the close of the final paragraph reads

When I go to your office next week Wednesday, I shall have all the price lists you mention.

Mr. Hall may remember this promise because it concerns his business with Breck Brothers. On the other hand, because it may not be the chief concern of his call, he may not think of it again. *It is the duty of the secretary to think again of what her employer has not time to think of again.*

You can train yourself to watch for promises that are made in writing and to think through these promises and your share in their fulfillment. Notice, for example,

We *enclose* a copy of Mr. Webster's letter.

When you have read the *attached* statement, will you please pass it on to Miss Gray?

The plans for landscaping your estate are going to you *by express.*

These are three specific ways of making promises—the key words being, respectively, *enclose, attached,* and *by express.*

Various other ways are used to promise matter sent separately, and these must be watched with care; for example:

Next week we *shall be glad to mail* you one of our new catalogs.

When our Mr. Cox goes to New York, he *will get* color samples for your special order.

As soon as our monthly report is ready, we *will send* you the five copies you requested.

We *are asking* our circularizing department *to send* you a sample copy of each of our publications.

In addition to the many promises about sending things, promises are constantly made, in writing or in conversation or by telephone, regarding other matters than those that can be sent by mail, express, freight, or other delivery. You will learn to note

each one. It is for you to see that you or someone else carries out each promise. This is a part of "carrying through."

Business promises read in a thousand different ways. An experienced man with a varied vocabulary gives dictation that keeps his secretary on the alert with its transcribed promises:

We will *let you know* when we hear from Washington.

We will *telegraph tonight* regarding the agent's decision.

Before having these data mimeographed, I *shall submit* the copy to you and Mr. Franks.

When we are ready to turn in our present adding machine for a new one, we *will notify* you.

Before *writing again* we shall give full consideration to both schemes.

If we make up more of the plaid silk, *we will give you the first option* on an order.

With all these kinds of promises, notice that the employer himself frequently dictates the promise. It is for the secretary often to carry out the promise and to carry it out without his supervision. *Seeing that promises are kept becomes a regular secretarial duty.*

Spurring others to carry out promises. The incoming letter that promises enclosed matter that is not enclosed, or matter sent separately that is not duly received, must be followed up by you in a brief, courteous way, either by telephone or in writing. When anything of importance is delayed, your employer may need to handle the situation himself, but often you can get for him what is missing or should be forthcoming. Do everything within your power to get others to have things ready for your employer. If you know that Miss Macdonald is overcrowded with work and is likely to be dilatory about a report that must be on your employer's desk tomorrow, you should remind her courteously.

Questions must be answered. Promises must be kept by the person who makes them. The answers to questions must be given by the person who is asked. Questions asked in writing must be carefully noticed by the secretary when she opens mail, so that she can do her share in making sure that they are answered promptly and checked off, showing that they have been cared for. Questions asked over the telephone or by callers or associates must be an-

swered immediately if possible. When an important question and answer are handled orally, it is sometimes wise to make a written note for record, perhaps on the letter or other paper concerned.

Just as there are many ways of phrasing promises, there are many ways of phrasing questions. Often they are so worded that they do not require a question mark at the close—but they demand answers none the less. Notice that both kinds are included in the following list:

We shall be *interested to know* whether you agree with us about the metal sheathing.

Do you agree with Mr. Stone's opinion about the water system?

Please let us know when you expect the drawings to be ready, so that we may plan in advance for a conference.

We *will ask you to return* the enclosed clipping for our files.

Can you tell us approximately how many chairs will be needed to accommodate both members and guests?

We shall *need your approval* of the second paragraph of the enclosed proposal before we can go ahead.

We *await* your telegram.

I can meet *any appointment you suggest* for next Wednesday afternoon.

To attend to answering questions is a responsibility of the secretary—whether she actually answers them herself or makes sure that her employer or someone else takes care of them. The secretary charges her mind with the demands in a letter from the moment that she opens it. Your understanding of the mail that is being answered will help you to remind the dictator of what might otherwise be overlooked.

Questions, requests, demands for definite attention should be handled decisively. When you transcribe a reply, you will, of course, glance intelligently through the original letter to *make sure that everything has been covered.* As soon as it has, the letter may be marked ready for the file. Do not wait until you are filing a letter to discover whether it has been thoroughly answered. Then it will be too late to carry through.

Initiative and its limitations. The secretary continually walks a narrow way between following instructions to the letter, on the one hand, and going ahead with initiative, on the other. She must

not be officious, yet her employer must rely on her judgment to carry through details for which he has no time even to give directions. When he is away from the office, she must know just how far she can go for the good of his business. Such questions as the following arise:

Shall I push this matter ahead immediately?
Shall I pass this along for someone else to attend to?
Shall I keep this pending? Where? And how long?
What would Mr. Rand wish me to do about this today? Do I need to consult him before going ahead?
Shall I put this on Mr. Rand's desk today after finding the data that belong with it?
Have I gone as far as I can? And with each detail?

In your transcription of an isolated 200-word letter you might not fail on a single word. But if that same letter were given to you as one of a series about some piece of business, the perfection of the letter itself would not be the whole story. You would stand or fall fully as much on the details connected with carrying through the business of the series to which that letter belonged. Let us suppose that on your office desk there is a letter from a man concerning an important deal that your employer hopes to put through. You may be expected to

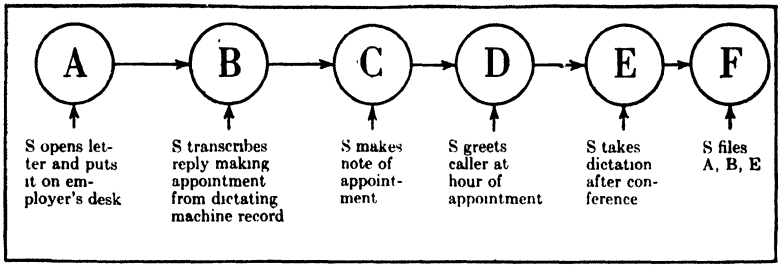
1. Take by dictation, transcribe, have signed, and mail the letter from your employer opening the question with Mr. Buyer
2. Keep the carbon copy of that letter in your "Pending" folder in order to keep on the watch for the reply
3. Receive the reply, open and date-stamp it, and put with it the carbon of the original letter with other data, so that the whole series thus far will be put on your employer's desk for his undelayed use
4. Find out from one of your employer's associates whether he has heard from the consultant in Milwaukee from whom he promised to gather information about the proposed deal
5. Make a written notation of this information to add to the matter on your employer's desk
6. Call your employer's attention to the fact that an immediate reply is demanded—perhaps by putting this on top of the pile of mail as it lies on his desk

7. Take the dictation of his reply and transcribe it swiftly
8. Watch to see that it is signed before your employer goes into a long conference
9. Send the letter off by the next air mail
10. Put into the interoffice mail a carbon copy that you have remembered to make for the associate mentioned in (4), who must keep track of the progress of the deal
11. Watch for the telegraphed reply that was asked for
12. Wisely interrupt your employer when the telegram is received giving the hoped-for order
13. Follow the routine for turning over the order to the proper department
14. Write the form letter of acknowledgement, to which your employer adds an individual paragraph about this particular deal

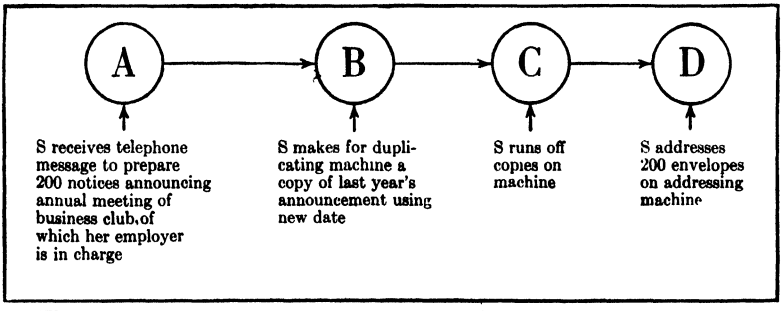
The secretary and the stenographer. One of the distinctions that might be made between the secretary and the stenographer depends on capacity for "carrying through." The employee with a steady-going habit of correlating work intelligently from start to finish can be sure of growing from a stenographer into a secretary. Three simple illustrations of the ways in which the wheels are kept running by the secretary are given on page 308. These will bear careful study in their relation to the theme of this chapter. The art of carrying through demands the expression of more than one secretarial attribute. Some of those that are often needed are

Interest in your work, as an alert, industrious assistant
Imagination that prompts you to constructive procedure
Resourcefulness—in handling people, in judging the right time for the right step, and in being apt at understanding why and how the steps should be taken
Ability to learn, so that more and more you understand what the business that flows over your desk is about
Ability to catch your own mistakes by concentration and to better them by persistence
Ability to set the errors of others right with tact
Insight into the business in progress such as is gained by close observation of significant facts from day to day so that the relation of different transactions to the whole business is clearly understood

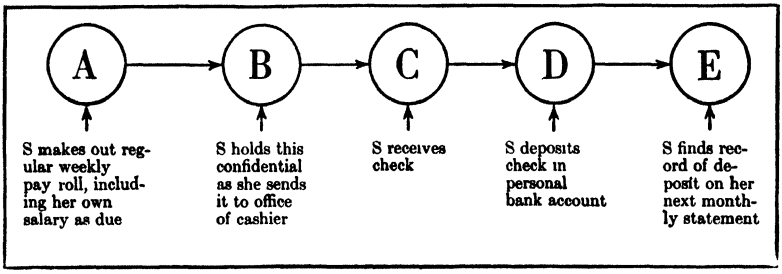
Checking off what has been carried through. The check mark is an invaluable aid to business, because it eliminates going over



The secretary carries through for a single piece of correspondence.



The secretary uses a variety of equipment and supplies to carry through.



The secretary's ability to carry through affects her own business affairs.

The wheels are kept running by the secretary. The art of carrying through demands the expression of more than one secretarial attribute.

and over unnecessarily what has already been attended to. The check mark, if used with accuracy and thoroughness, clears the way for work that has yet to be done. Whatever is *not* checked off stands out as still needing attention. When all details of a letter have been carried through, check marks will show it as ready

for the file. Every letter that can be put into its place in the file clears the desk for active work by just so much.

A neat check mark (√) is commonly used to indicate such items as are correct or have been attended to. This mark takes less time to make than the cross (×), and its use avoids confusion, as the cross commonly means that an item is wrong. Very light check marks or dots may be entered with a soft pencil on the nicest of work and later erased. Sometimes the date on which an item is attended to is used as a check mark. For instance, your employer may write in the margin of a letter: *Show this to Miss Lewis when she returns from vacation.* If you later note beside this, *8/14/47,* you will have on record not only the fact that you followed through, but also the day *when* you did it.

A check mark is useful when figures are being read off on an adding machine strip, when a list of names is being used for addressing envelopes, or when items on a memorandum for the day have been cared for.

Your associates are carrying through. The secretary must recognize and appreciate what her associates are doing. Sometimes it is her duty to direct others. Each employee has his or her composite job, but each job may be related to the secretary's job. The girl at the switchboard handles the secretary's telephone calls. The billing machine operator handles the bills that go out. A central filing clerk files the papers that the secretary turns over to her. Business requires co-ordination.

In order to co-operate with your associates you should know what share of the business each is responsible for carrying through. This will make you intelligent about knowing whom to consult in carrying through your own share of the work. Through your understanding co-operation with your employer and your associates you will feel your dependability growing for the double duty of *watching each step* and *following through.*

CHAPTER SEVENTEEN

EFFECTIVE USE OF PROPER EQUIPMENT

Saving time. The secretary has to know the importance of time, because she is paid at the end of the week or the month for what she has done and done well. It is vital for her to be accurate and speedy in typewriting, in shorthand, in hearing and transcribing records, in spelling, and in all the motions she makes as she carries through one task after another. It is important for her to be physically alert, to think quickly, to do each piece of work right the first time, to read quickly but attentively, and to handle figures quickly and accurately. The secretary must save time by writing or saying the fewest possible words to carry through each task. Good equipment and efficient operating methods are available to help her.

Ready on the first day. One of the first duties when you enter an office is to learn what is there for your use. Equipment and supplies should be inspected. There may be something that you have never used before but can now make contribute to your daily success. Be curious. Where are the files and indexes and what do they contain? What are the reference books at hand and the catalogs related to the business or the profession involved? Become acquainted with the location and the nature of whatever is here offered for the quickening of your work. Do not set out immediately to change this office to meet your more or less settled ways. Study what it has to give for your service and to teach for your improvement. In an established office, intelligent people will have been working out methods and arriving at standards that you should intelligently try to follow. For the particular business you now enter, tried and true devices and methods must be carried along until or unless some feasible change promises to better the accepted procedures.

As your first step in a new position, make absolutely sure that

you have a notebook, a pen, and sharpened pencils ready for an immediate call to the desk of your employer. He or some other superior may give you dictation or instructions that should be noted in writing. Other supplies should be gathered at your desk. In a large concern, you will obtain these by signing a requisition, showing that you have become responsible for the economical use of this amount of material. In a smaller concern, someone may show you where to find the necessary supplies. If, however, you go into an office where you are the only employee, you should take immediate command of the supply situation, for it will rest with you to know what you have in kind and in quantity, and to have the right material at hand when it is needed either by you or by your employer. As a matter of foresight you must know within the first week, at least, what is used for specific purposes and whether your stock needs replenishing in any particular.

In any type of position, however, you should take the least possible time on the first days in discovering what is used and where it is kept, because your employer will be watching to see how much work you can do. On the first day it may be necessary for you to accumulate in neat, usable order for your own desk any or all the following:

Shorthand notebook
Letterheads
Second sheets
Envelopes, stamped and unstamped
Manifold paper
Carbon paper
Ink
Pencils, including colored ones
Memorandum pads
Erasers (typewriter and pencil)
Scissors
Ruler
Date stamp and inked pad
Clips

Whatever materials and whatever equipment the office gives you to use, remember the importance of the traits you have to contribute to the office: good taste, decisiveness, adaptability, and industry. Decide quickly what to use, asking questions only if necessary, and *then go ahead.*

Study of equipment. Throughout your career as secretary you should grow in acquaintance with different types of filing and indexing equipment, desks, tables, chairs, and office machines. Competing manufacturers are constantly improving supplies for

active business. As secretary to an active businessman, therefore, you must keep abreast of these improvements. Study to know what the best secretaries know, and you may become a best secretary yourself.

You may be called upon to take your dictation always through a machine rather than through shorthand; or only occasionally, for important work. You may seldom—or frequently—be expected to use a duplicating machine, but in either case you must be skilled enough to meet such a task without hesitation or confusion. Duplicating work requires thought, accuracy, and neatness. The kind of job you turn out carries an impression of your employer to many readers. Even though your secretarial duties may require no great use of the adding machine, when you do need to prove figures or to calculate swiftly you should feel at ease with this machine as a reliable helper and an accelerator of your work.

Besides these larger machines, there are a great many other mechanical aids to secretarial efficiency. In large offices secretarial work and clerical work can be assigned to two different types of employees. But in the small or the medium-sized office, the secretary may find on her hands one or more definite duties that demand intelligent use of some other office machine than the familiar typewriter. If you have become acquainted with an office machine, practice will give you the necessary speed. In preparation for the variety of calls that may be made at any time on your skill with equipment, you should study and practice using such varied types as the following:

Staplers
Numbering and dating machines
Punches
Wooden and wire baskets
Clips and other paper fasteners of varied kinds and sizes
Slide rules
Typewriter erasing shields

Competent workers have ascertained, by experience, best ways of using even the common kinds of supplies, such as paste, scissors, the ruler, string, and gummed labels. When minor equipment is

handled well by a secretary who is frugal of her moments, neat work results and only a small amount of time is consumed. An often repeated task, like the filling of a fountain pen, may be done quickly with direct, routine motions, or may be prolonged by unorganized, fumbling movements. The use of the alphabet as an aid in finding names in a telephone directory is a now familiar example of efficient handling of equipment.

Equipment within the budget—purchase, use, and care. For each kind of work you will need the most effective type of equipment that your office can afford. This may apply to anything, from an inexpensive soft pencil or a blotter that will really absorb ink to an expensive electric adding machine. Each frequently used piece of equipment raises three questions in the secretary's mind:

What is the best equipment of the kind that we can afford to buy?
To how many good uses can I put that equipment?
How shall I take care of that equipment?

Apply these three questions, for example, to your typewriter. When the time comes to turn in your typewriter for a new machine—and in some offices this is done with regularity every two or three years—will you know which kind of typewriter makes it possible for you to turn out the most work? In a large company you may not have a choice, because one make may be used uniformly. This means that one repairman can care for all the machines, that employees can exchange machines without loss of time, and that the buying itself may be more economical. Some offices require the use of noiseless machines. You must adapt yourself willingly and alertly to assigned equipment, so that it will serve you readily.

Then you should ask the next question, To how many good uses can I put that typewriter? This is not a needless question. The secretary who makes her equipment work to the full learns that it is profitable for her to type many items that at first she would naturally write by hand. Typing gives legibility, uniformity, and speed to almost any item. The efficient secretary knows how to compose letters directly at the machine, how to take dictation accurately direct at the typewriter and how to make stencils. She really uses her typewriter.



Some of the tools that the secretary must handle often are shown above. See how many you can identify and how many you have used or know how to use.

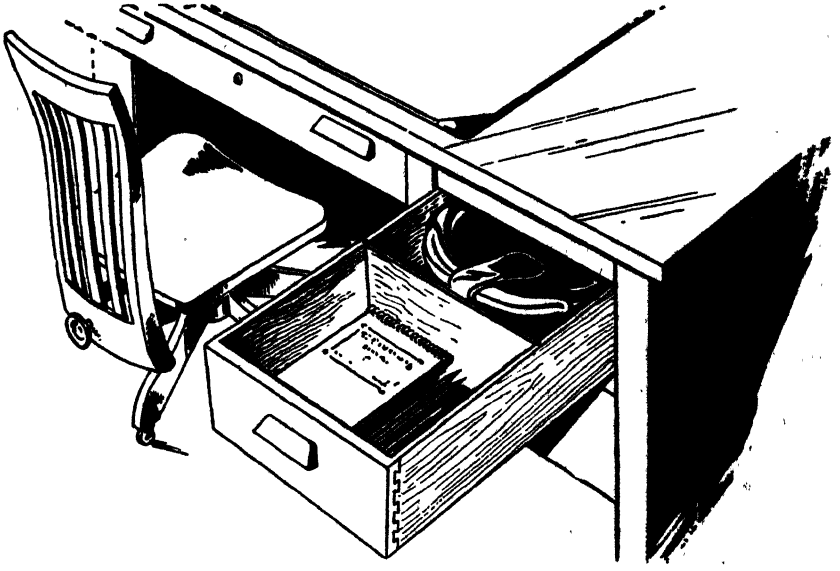
in the photograph on page 315, finds out the names and uses and prices of little conveniences, and considers their possible application to her own secretarial efficiency. She talks briefly but intelligently with salesmen who come to her office, so that she can buy to the best advantage. She studies equipment catalogs. She talks with other secretaries. She notices advertisements in business magazines. She learns how to buy most economically in quantity, what discounts her office can demand, and when equipment should be replaced or added to within the allotted budget. In time, she may be in a position to question herself as follows: *Do I need*

A pencil sharpener?
A two-color typewriter ribbon for the weekly account?
A stronger bulb in my desk lamp?
A larger calendar pad?
A typewriter chair that will promote better posture?
A different cleaner for my type?
A supply of both medium and soft pencils?
A good pair of shears?
A notebook holder?

Even within the same office similar equipment may not be the equipment most necessary to two different employees. It is for each secretary to know how to use what she finds on hand and from then on to better her equipment by judicious study of her particular duties in the light of what the office can afford to provide. The success of a business does not depend entirely on the efficiency of the highest officials. Every employee plays his or her part in that success. With this in mind, the secretary does not ask for adequate equipment as a personal favor but because she is ready to give her best service day in and day out and to that end desires every practicable aid.

You should learn by careful observation of your work whether you can serve most effectively by use of a drophead desk with storage place for your typewriter, and whether you need desk-top space with drawers beneath at the right or the left or at both sides of your typewriter. Or you may find that a typewriter on a bracket swinging from the side of your desk speeds your particular work.

Again, you may need a large or a small desk with a separate typewriter table, to which you can turn your swivel chair readily. Three factors deserve consideration: (1) desk-top area for active work and for whatever baskets, holders, and reference books you



Each desk drawer should have regular contents kept in order. The secretary's handbag should be placed in safety in her desk or in a locker.

frequently need; (2) drawer space for necessary supplies and frequently used equipment; and (3) relative arrangement of drawer space, desk-top space, and typewriter location for economy of motion. One swinging chair should serve, if possible, to allow you to work at your desk, at your typewriter, and at your telephone.

What shall I use and how much shall I use? The time required for a specific task depends in part on what the secretary uses; for instance, paper that roughs up retards speed with a fountain pen; a hard pencil leaves a more indelible mark, which does not smut, but the swiftest writing is done with a softer lead. The use of too small a piece of paper for a memorandum may not be an economy, because it may get hidden and the matter noted there may not be attended to on time. A sheet of carbon paper should not be used to the point of making indistinct copies, which take time and

effort to decipher. Cheap scratch paper may be preferred for rough data in the first typed form, but it should not be so inferior in grade that revisions in pen or pencil cannot be readily written in. A typewriter ribbon should be made to last as long as possible, but economy beyond a certain point is no economy at all, because outgoing matter and office records should be readable without strain; faint print is distracting and annoying. Paper with a printed letterhead is more expensive than plain paper. Paper in pad form is, in general, more expensive than loose sheets. Onionskin paper is more expensive than ordinary manifold paper.

Almost without exception, *writing on the back of a typed or handwritten sheet of paper, however large or small, is a dangerous economy.* This does not apply to the use of the second side of manifold paper for the carbon copy of the second page of a letter, provided that is the standard practice of your office. It refers especially to the making of notations or the adding of information pertaining to the writing on the face of the sheet. Notations regarding other matters should never be put on the back of a sheet of paper, because one side or the other may be overlooked, and because such a piece of paper cannot be properly filed. The use of one side of the paper only is a reliable secretarial habit.

Making color talk. On the desk of an active secretary and in her supply drawers you will see color contrasts—colored folders, pencils, ink, manifold paper, envelopes, tabs, labels, memorandum slips, and interoffice letterheads. Color invites attention. Regular habits of using a definite color for a definite purpose save time in the routine of office work.

A dozen ways in which Miss Porter makes color talk. Take the example of Miss Porter, secretary to Mr. Goss, the business manager of a large concern, who has established her own habits of using color, as shown here.

COLORED MATERIAL CHOSEN FOR A REGULAR USE	WHAT MISS PORTER MEANS THE COLOR TO SAY
Red ink, red typewriter ribbon, to indicate credit amounts to customers	To anyone: "These are to be subtracted."

COLORED MATERIAL CHOSEN FOR A REGULAR USE	WHAT MISS PORTER MEANS THE COLOR TO SAY
Light-orange sheets, for out-sheets in the file	To herself or anyone who must go to her files: "This temporary substitute sheet tells where out-material can be found."
Light-blue copy paper of manifold weight, for extra carbon copies	To herself: "This extra copy must be sent to someone," and to the recipient: "This is not an original letter but a copy of a letter."
Light-green manifold paper, for carbon copies of Mr. Goss's private correspondence	To herself: "This must be filed promptly as containing confidential matter."
Red pencil to check ready-to-file papers	To herself: "This red check is a signal that I must file this matter."
Labels with a dark-green line across the top, for the file folders containing correspondence with Mr. Goss's partner in Detroit	To herself, when she goes to the file or has such a folder for use on her employer's or her own desk: "I have the Detroit matter."
Yellow bond half sheets with letterhead of the business manager's office, for all memorandums to departments of the main office	To members of the staff of the main offices: "This memorandum is from Mr. Goss and should be given prompt attention."
Black-ink pad, for use with her date stamp	To anyone using the letter: "This was received on the date shown."
Blue window envelopes printed with return address, to enclose regular bills	If this is returned undelivered: "This belongs to the billing department."
Red slip, small, to clip to matter needing immediate attention	To employer or others: "Please rush!"
All-blue folder, for desk use for current pending matter	To herself: "Are you following up what I am holding for you?"

Note that these are definite color signals that Miss Porter finds practical and efficient to save time in her work for Mr. Goss. In your own position you may find quite different color significances already in good working order, and as time goes on you may discover still further telling uses of colored materials. In your special variety of business, or for your particular employer, you may need to type all your own memorandums to him on blue slips of paper; to have a relatively expensive rainbow setup for your file; to underline with blue pencil details for special consideration in correspondence for his desk; or to stamp incoming matter with the actual hour, as well as the date, of arrival and with red rather than black ink. Certain tabulations may for your purpose require part of the headings to be typed with the red half of your ribbon. On the other hand, you may find so little use for red typing that it is an extravagance for you to use anything but an all-black ribbon. It may prove advisable for you to make all file copies of your correspondence on a colored manifold paper, for quick identification amongst the incoming correspondence in your file—or your employer or the office supervisor may prefer the use of white entirely. You may find that contrasting color will speak to you in a practical way in a folder that has

White for incoming matter in general
Blue, green, or pink for carbon copies of your own outgoing matter
Yellow for out-sheets to take the place of material that is in use out of the file

When you are hunting for a familiar reference book, your eye looks for color of binding as well as for title. The light-green covers of your English handbook become familiar. That same light green may be your best choice for the index cards that you use for the names, addresses, and telephone numbers of people in frequent communication with your employer. Color should not be used to extremes, as colored material demands special ordering and often costs more. As a secretary, your preference for color may be guided by these principles:

Color stands out
Color helps in finding

Color helps in putting away
Color identifies things of a kind
Color helps in carrying through work
Color guides the attention definitely under pressure
Color makes for regular attention to regular duties
But, if color is to talk intelligently, *it must be used consistently and systematically for each purpose*

What you make colors mean to the work that passes over your desk will depend on your traits of good judgment, ingenuity, and dependable concentration.

What to buy: When? Where? How much? The questions, What shall I use? and How much shall I use? come first. You must know your needs. Then, if you do the purchasing for your office, you must know what to buy for those needs—when, where, how much. These questions require the secretary to recognize that equipment costs money. She must learn

The quality of materials
The dependability of different supply companies
The significance of trade-in value on new equipment
How to obtain and keep in usable reference order catalogs and circulars that may affect intelligent buying
To judge when a lower competitive price is, and when it is not, most economical in the long run
How to use trade lists and classified directories to find where to buy
When to buy direct from a manufacturer or a wholesaler and when to buy from a middleman, or "jobber"
How much should be ordered at a time
What constitutes a "bargain"
What elements enter into a "good buy"

She should be able to explain the reason for a purchase order that she believes to be the best possible order for supplies or equipment. One secretary may gradually be given a quite free hand within a budget. Another must learn how to present her cause to a frugal employer.

To a certain extent, there is an advantage in buying supplies from reliable salesmen who drop in regularly to learn your needs and to inform you of new goods and of approaching advances in

price. They save shopping. They bring illustrated advertisements and samples. They will offer to let you have machines on trial. A trusted salesman of office supplies can often save you time and money. But you should know what his competitors are offering—and let him know that you know. The printer who regularly turns out forms for you with accuracy and neatness—and with the speed that you must sometimes demand—comes to treat you as an old customer and can be depended on to give you expected service, but you should know what other printers are charging for similar work. Men who depend on your trade come to know your needs and help you to watch your supplies. But do not waste time with either regular or new salesmen. They are out to sell goods. You are out to perform the manifold duties of a secretary. A salesman respects the secretary who attends strictly to business.

The question of how much to buy depends on how much you are likely to use within a certain time. If you need only one, buy only one. If you know that you need a quantity, consider the price by dozen, gross, ream, case, pint, or whatever the quantity measure may be. For instance, you may buy ink by the quart, paper by the ream, adding machine rolls by the dozen or by the hundred, memorandum books by the gross, fillers for a notebook by the box. It pays to keep enough on hand so that small emergency purchases do not become necessary, but don't overbuy.

Get the discounts that you are entitled to in your particular business. When you buy more or less permanent equipment, such as machines, be sure to *get all the necessary accompaniments* included in the price and be sure to *get in writing signed guarantees* for whatever is promised you. A contract may guarantee ordinary repairs for a year, together with replacement of parts that give out through no neglect of yours. Guarantees should therefore be dated with care and signed by a responsible representative of the company itself. When you buy, you must know what you are doing.

Buy what will make your work easiest. This is not a lazy motto. For instance, *your eyes should be saved* by your choosing

> The most readable type for your typewriter, as you will spend many hours looking at that type—and so will others

The ruler with the clearest markings
A dictionary with clear print
Electric light bulbs of the right strength
The shorthand notebook with the most helpful ruling and possibly an off-white tint that reflects a minimum of light

Your posture, as well as your eyes, should be considered by your choosing at the right height for you

Your chair
Your desk
Your typewriter
Your copyholder

and by your placing at the right distance from you those things for which you most frequently reach, such as

Telephone
Filing basket
Correspondence supplies
Names, addresses, and telephone numbers

Your comfort and therefore your efficiency may be promoted by your choosing

A felt pad or a cushion for your chair
A swivel rather than a stationary chair
A set of rubber keys for your typewriter
Rubber twirlers for the platen knobs

Whatever buying is done on your direct responsibility or through suggestions of yours must be done with the keenest wisdom you can command. The principle uppermost in your mind should be the most economical purchasing of *efficient equipment as an accelerator.*

Choosing and using equipment—twelve questions. What are my duties? What is the nature of those duties? What will equip me for the most efficient performance of each kind of work? These inquiries lead to twelve questions that may guide the secretary in knowing what equipment to choose and what varied uses she can put it to. For instance, if you buy a fountain pen, it should be one that will write shorthand clearly and rapidly, sign letters neatly

and legibly, and rule lines without blurring. The right pen for your hand covers more than one duty and covers each one well. One and the same quality and size of white bond paper, if wisely chosen, may serve for manuscript work, setting up your pay roll, and tabulating a certain periodic report. If you have to do a great deal of clipping from newspapers and magazines, a long pair of sharp shears will do neater and quicker work than short scissors can do. Those same necessary sharp shears can be made to serve for other duties involving the cutting of smaller papers. Choosing the larger pair in the beginning means that you have your mind on all the uses to which scissors in general are put for your particular secretarial duties. These three examples—the pen, white paper, and shears—illustrate what is meant by knowing what equipment to choose and what varied duties can be covered with that equipment.

The twelve questions given here again emphasize a study of *principles.* They suggest the way to approach the needs of an office.

What machine shall I use?
What shall I write on?
What shall I write with?
How shall I label it?
What fastener shall I use?
What shall I cut with?
How shall I keep it?
How shall I protect valuables?
How shall I watch the time?
What shall I have at hand for ready reference?
What furniture is required?
What handy supplies are needed?

These questions cannot be answered fully here; the most important secretarial uses of many types of equipment and supplies have been discussed elsewhere in this book. No attempt is made to rate one make or type of machine or supply above another or to make any implications of preference. One may serve your duties best; another may best serve the secretaries across the room or in an office a thousand miles away. Trade names are avoided as far as is compatible with letting you glance intelligently into the wide equipment for a wide field of secretarial activity. Good blotting

paper, good typewriters, good clips, and good files are made by more than one company. You should understand that this competition helps to keep prices within the buying power of the man who must pay out money to equip his office for business. Through your years of employment as a secretary you should continue to learn new answers to these twelve questions for the improvement of your work.

WHAT MACHINE SHALL I USE?

For the secretary, machines may be divided into six groups:

Machines that write or print
Machines that record and account
Machines that hear and speak
Machines that stamp
Machines that bind, fasten, and cut
Machines for miscellaneous purposes

The following discussion names many machines that you may find already in your office. If you do not find them, you may be asked to help choose one or more of them when you have been in a position long enough to become familiar with the needs of the business.

Machines That Write or Print

Typewriters. For efficient typing for your particular duties you should know the purpose of all devices; how to make stencils; how to tabulate; and how to make from one to twenty carbon copies by use of the right manifold paper, thin carbon paper, and possibly a brass roll. When you are allowed to buy a new typewriter, try the best models of different makes, with your own secretarial duties and your own best typing habits in mind. Do you need a left-hand or a right-hand carriage return? What do you need for the kinds of tabulating that you have to do? Does a bail get in your line of vision when you are reading lines just typed, so that for you a paper finger at each side of your page is better? Or do you need the support of a bail for much of your work and to hold your sheet firm for writing to the bottom of the page?

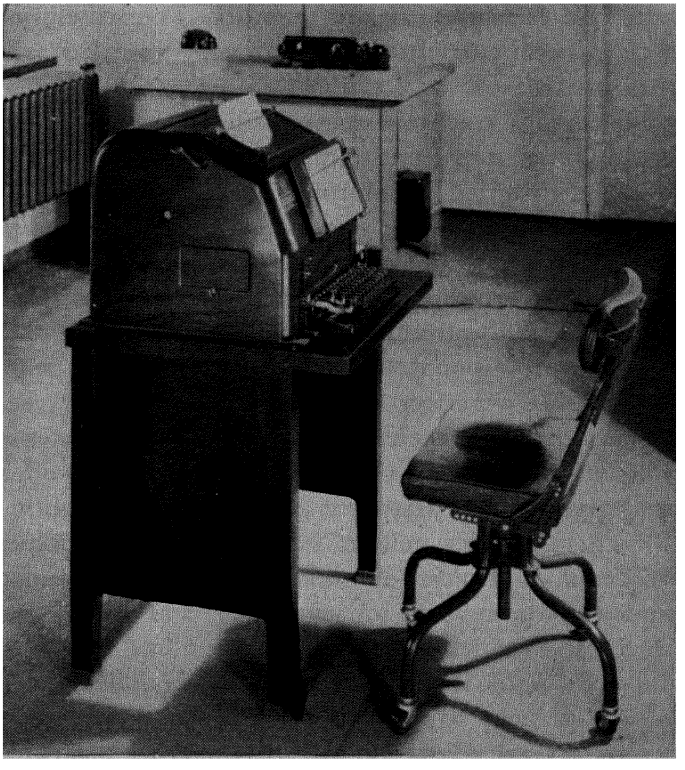
Does your work require frequent use of all the symbols on the standard keyboard or should you have substitute symbols? For instance, do you frequently need grave or acute accents, a caret, a plus sign, an equals sign, or chemical or other symbols? You may be able to get just the set of type that serves your work best with no extra, or little extra, charge.

Does your work demand very frequent shifting of your marginal stops? If so, are you choosing a model that has those stops readily accessible? For your particular purpose should you have a noiseless machine, or at least one that is called relatively "quiet" or "silent"? If so, give one a fair trial before you say you "can't use" such a machine; you may be surprised at the ease that comes with experience in the use of any machine you are not accustomed to. Will the efficiency of your work be increased enough to warrant the expense of certain typewriter accessories, such as rubber twirlers as a protection for your fingers in turning the platen knobs, rubber feet for the typewriter or table, rubber keys to ease your touch? Is there a firm cardholder?

In the office you should learn everything you possibly can about the one typewriter that is to be your servant, day in and day out. Do you know when, where, and how to clean and oil your typewriter? Do you know how to get the tension regulated to your touch? Many facts about a variety of typewriters should be learned in typewriting courses. Make a thorough study of the booklets that come with your make of machine; when a salesman or a repairman is at the office, ask intelligent questions until you have perfect mastery of all the possibilities of this helpmeet of yours. Your typewriter should never get in your way; it should speed you on your way.

Teletypewriters and "printers." These are highly specialized machines for swift transmission of messages by telegraph. It is valuable for you to see such machines in operation, because it will quicken your sense of the pressure under which business must be carried on. The principle for you to take from this book with regard to the use of machines of this kind is again that they depend on the brain of the operator. If you transmit messages from shorthand, longhand, or records, your reading or hearing must be accurate to the letter. You must know how to spell perfectly. Here you really

must be "right the first time," because what you write is immediately recorded outside your own office and you have no chance to "erase." Be very careful about names, addresses, and figures.



In operating a teletypewriter such as the one shown here you really have to be "right the first time" since there is no opportunity to correct mistakes by erasing. (*American Telephone and Telegraph Company*)

What is important in typewritten transcription is doubly important in this kind of work.

Duplicating machines. The typewriter is a duplicating machine, but the number of carbon copies possible to a single run is limited; they decrease in clearness and smut with use; they are time-consuming if attempted in quantity. At the other end of "duplication" is the professional printer. The secretary must learn what her employer's wishes are regarding printed blank forms,

circulars, advertisements, letters, and so forth. The nicety of real printing often compensates for its expense. For the secretarial duty of attending to printing you must know paper, or "stock," as it is called, color, type, printing rates, setting up of copy, proof correction, and the estimating of quantity. The secretary should keep in touch with current mailing rates for unsealed printed or duplicated matter.

The duplicating machines at your disposal may include the hectograph, mimeograph, multigraph, or any one of the machines that are being invented or improved under various trade names for this purpose. The simple gelatin pad or the hectograph with its pan filled with composition can be used with special ink for a hundred or so clear copies or circular letters, maps, price lists, or drawings. These duplicators have their uses, but the work often looks rather unprofessional. Certain types of machines require the secretary to make a perfect stencil copy on the typewriter. The soft paper required to receive the duplicated copy serves well for somewhat informal work. Other machines "print" on smooth paper and give the appearance of actual printing because type is set. Still others require neither stencil cutting nor typesetting. The process of duplication is under constant improvement. If a machine is to be purchased for your office, you should be able to help your employer with an intelligent fund of information, in the light of the work that you know he wants done from week to week.

There are several points for you to remember regarding whatever duplicating machines you may use. A secretary must know how to read and follow books of instruction. In school a teacher helps interpret guides to the use of machines; she diagnoses mistakes and she anticipates difficulties. In an office the secretary may be confronted with machines quite unfamiliar in their action. Now come into play the secretarial traits of willingness to learn for oneself, of intelligent adaptability to new situations, of mechanical ingenuity. Can you sit down and study an instruction book so that you will be able to go ahead and produce acceptable work? Headquarters for machines will send instructors to help in the best use of equipment, but you will have to depend on your-

self as you go forward with tasks involving these machines, until you become proficient in their use. Take in thoughtfully the processes you learn or observe in offices, so that you will gain a sort of feeling for machines.

Your original machine copy must be prepared with neatness and accuracy, because any error will appear on every copy. You must proofread with care and detect and correct any mistakes. You may be held responsible for what goes out in a hundred or a thousand envelopes. Let us say that the original copy is a single product of the brains of your employer and you; the machine merely multiplies that product.

If you mimeograph fifty identical notices from your employer to fifty employees, it is important that each one should carry its message correctly to the individual. You are responsible for informing fifty people, as instructed by your employer. If you are set to multigraph a monthly report for three hundred members of an organization of which your employer is official secretary, this is not a wholly mechanical task. Three hundred copies of a correctly proofread report go through your hands for the interest and information of those three hundred individuals.

Addressing machines. It may prove necessary for you to learn the mechanical use of addressing machines and their stencil-making attachments. Mailing lists require the secretary to be conscientious. They should include all names required for the purpose in hand; they should omit any not required; they should be correct; and be kept correct; there should be no repetitions, such as will cause two circulars to go to the same person.

Machines That Record and Account

Adding machines. The adding machine is used by many secretaries daily. It saves time. Its results are accurate if you are accurate. It helps to detect errors in tabulations, bills, statistical reports. You can use it to check what you are sending out and, for instance, bills that come in. You should have a working skill with the adding machine for at least the three processes of adding, subtracting, and multiplying. Many secretaries are not aware that the adding machine will multiply; it will, for example, take per-

centages by multiplication. It is not so quick at this as the calculator, but it is useful when no calculator is available. The adding machine offers the advantage of listing figures in print; the strips can be used as a check.



Using a calculating machine is not a strictly secretarial duty, but a knowledge of this machine may prove useful to the secretary. The type of listing calculator shown above is often used as an adding machine by the secretary.

Calculating machines; bookkeeping and billing machines. These machines belong to clerical rather than to secretarial practice. An acquaintance with the principles of calculating machines may prove to be an asset to you in some combination position for which you may apply.

Ability to use the typewriter, dictating machine, adding machine, calculating machine, shorthand, and a duplicating machine may qualify you for an opening as an "extra hand"; such positions often put you in line for a more truly stenographic or secretarial position with the concern that thus learns your various personal qualifications.

Machines That Hear and Speak

Dictating machines. The wide use of dictating machines makes it desirable for the secretary to have practice in transcribing from dictated records and in shaving and caring for these records. If you have an opportunity, it will be worth while for you to dictate a little yourself, because you will then learn by experience how the words are spoken for the transcriber to hear. The transcriber must have comparative quiet; she cannot be sure to catch every word if she is next to a busy adding machine, as she could if she were reading shorthand notes. Many employers find it convenient not to call their secretaries for intermittent bits of dictation, and many secretaries find it a saving of time to have the dictation right before them for continuous work from their records. The secretary must not think that this kind of transcription does not make full demand on her abilities; it requires imagination, alert hearing, adaptability to possible changes in wording, and thorough proficiency in grammar and spelling. It is a means of communication that a secretary should be willing to use if it increases her efficiency.

Telephones. It is important for the secretary to take to her position a thorough awareness of the usefulness of the telephone as a way of immediate communication by word of mouth. What you can say and what you can hear over the telephone make an essential part of your day's work. The time you spend at the telephone may be second only, among machines, to the time you spend at your typewriter. Over the telephone you *can ask a question and get the answer* in less time than it might take to ask that question in writing and put it into the mails.

Machines That Stamp

Rubber stamps. It may be efficient for you to have an inexpensive rubber stamp to make some often repeated mark for you. Stamps with inked pads may be used to say: *Received Payment* (with date and space for initials of receiver); *Noted; Returned; Answered; File;* and so on. Stock stamps can be ordered; special ones can be made up. Stamps should be worded and lettered clearly. Your employer may find that you can save his time by having a rubber

facsimile of his signature, to be used for certain memorandums or at the close of bulletins that he may have typed or duplicated for the staff. If your work requires a number of rubber stamps, you will find a revolving stamp rack convenient for your desk, with a label clearly indicating what each stamp is, so that you will not have to look at the face to choose the right one.

Consider stamping as the adding of so many words to the reading matter on a paper. Place your stamp where what it has to say belongs and where it will mean what it is supposed to mean. Use a freshly inked pad. Align your stamping squarely; do not stamp papers irregularly. Stamp clearly, without a blur.

Printing sets and stencil sets. Sets of single letters may be had in rubber for printing and also in open stencils for notices and signs.

Machines That Bind, Fasten, and Cut

The discussion of this equipment is reserved for later sections of this chapter, under the headings, What Fastener Shall I Use? and What Shall I Cut With?

Machines for Miscellaneous Purposes

It is valuable for you to see in action and to practice on miscellaneous machines that are in more or less common use. These include

Canceling machine
Check protector and check writer
Envelope opener, sealer, and stamp affixer
Letter folder
Numbering machine
Perforator
Raised stamps, such as the notary public seal

Postal scales, both large and small, are essential to business. Small letter scales are a convenience on the secretary's desk for the weighing of ordinary first-class matter. The larger scales for postal weighing must meet the needs of your particular office. A parcel post scale of fifty pounds' capacity may be had to compute correct postage for all zones. Such a scale will weigh mail of other classes also, for your use with rate schedules. Scales must be kept

well adjusted and must be used with accuracy and intelligence, as a matter of efficiency and of courtesy to the addressee.

WHAT SHALL I WRITE ON?

The question of choosing appropriate stationery has already been considered in the chapter on transcription. The secretary may or may not be required to select and buy stationery. As she learns the purposes of her work and as she comes to know whom her employer addresses, she may help with suggestions and may devise forms for office and interoffice use that will increase her service to him. If she is wise, she will keep her scrapbook of samples of office stationery always active. By alert study and observation she will come to know the best arrangements for the information that must be printed on letterheads or forms; this information will include the firm name, business, and address, and often the telephone number, cable address, and names and titles of various officials, with that of the official using the stationery standing off from the others with an indication of his position and the branch or department he serves. She also learns the advantages and disadvantages of adding advertising data or illustrations, which may attract the attention of the reader or may on the other hand divert his attention from the real purpose of the communication. She becomes familiar with printing processes, styles and sizes of type, and wording and arrangement used for letterheads. She chooses the appropriate envelope to match her letterhead.

The secretary also keeps a permanent scrapbook or series of folders with one sample of each printed form ordered for the office. This makes a complete record of changes and can be used for reordering. Each printed form has its code number; you will see usually in the lower left corner of a printed form a number with the date; it may read

Form 798-5-12-47
or
798-5-12-47

Either of these means that, of all the printed forms used by the company, this is No. 798 and the date of its initial use was May 12,

1947. Note that in ordering forms it is sometimes cheaper to buy paper and furnish it to the printer rather than to have him supply the paper.

The secretary becomes versatile in the use of her supplies, and this versatility is often guided by her responsible sense of economy. Often an informal memorandum can be typed on a small piece of inexpensive paper. Often a very cheap envelope will serve for interoffice correspondence. In some offices, such envelopes are used back and forth until they are worn out, by crossing out the name of the last recipient and putting on the new name. The secretary also knows when a large envelope or a specially durable envelope is required. For the second sheet of a letter she uses plain paper that matches the letterhead in quality. She uses inexpensive scratch paper for rough drafts and for irregular bits of work that need not be formally typed. If you use your eyes and your common sense, you can become a paper-conscious secretary—one who lays her hand instinctively on the right card, form, letterhead, envelope, or label.

Remember that this skill in selection covers not only correspondence paper and envelopes but other supplies that are available to be written on, as varied as

Shorthand notebooks
Strips, rolls, ruled paper for adding and other accounting machines
Specific supplies for insurance or banking, such as policies, blank checkbooks
Billheads, invoice blanks, receipts, requisition and order blanks
Appointment cards for dentists, doctors
Cards for records
Index cards
Filing folders, guides, out-sheets, and cross-reference sheets
Stencils
Graph paper
Blanks for telegrams and cablegrams
Special paper for duplicating machines
Scratch paper, in pads and loose
Pay envelopes

WHAT SHALL I WRITE WITH?

In selecting materials to write with, notice that it makes a difference what you are writing on and what you are writing for. The surface on which you are writing may not take ink well; the purpose for which you are writing may require indelible ink. You should become accustomed to ordering the right materials and to keeping them in quantity sufficient for advance needs. All writing should be clear.

Pens. The fountain pen and dip pens that you use should be chosen for *your* hand. The right fountain pen for your shorthand writing should be kept well filled, as a regular secretarial duty. For dictation the pen is generally preferred to the pencil, because it makes even, readable notes, which do not rub; two well-sharpened pencils, however, should be carried with your notebook, to supplement the pen if need arises. For ready reading, notes should have the uniformity of the print in a book, which cannot be had from a group of gradually dulling pencils. Shorthand must be precisely written if it is to be precisely read. Use black fountain-pen ink to match black typewriter ribbon and black carbon paper for necessary corrections or handwriting. When filling a pen, immerse the point wholly and be sure that you fill the barrel.

The secretary must usually pay for her own fountain pen, but the investment is worth while. Choosing the right pen for your use is not a light matter. You must have the pen that best fits your need, not only for shorthand but also for clear longhand, figures, signature, and ruling. Not every pen is adapted to your needs. You must have what is for you the right point, the right flow, the right size, shape, and weight for natural, easy writing. When buying a pen, try these tests:

Compare various pens for speed in shorthand. Then look back over your notes to see what is most legible.

Get the "feel" of various pens, remembering that you may often have to hold your pen in active use for a prolonged period.

Remember that you must have an adequate barrel to hold ink for ordinary periods of dictation.

Try various pens for your longhand, especially your signature.

When you are fairly well satisfied as to these tests, try holding the

pen as you would in writing shorthand, but describe interlacing ovals, as though you were practicing longhand penmanship. A good pen for you will leave these lines looking smooth and unbroken.

Then hold the pen somewhat loosely in your right hand. With fingers and thumb relaxed, head the point from the right side across to the left side of the paper. If the ink flows in an unbroken line, that pen will make good complete lines in shorthand with little effort or push from your hand.

See whether the pen will make an extra fine line when the pen point is turned on its back. This will facilitate interlineations.

About the use of your pen. Keep your pen point clean. Do not let it get clogged with dried ink. Do not drop it on the floor; if this happens when the pen is closed, the jar disturbs the flow of ink, especially at first; if it happens when the pen is open, the harm to the point may impede your work and require either repair or replacement. A small piece of adhesive tape with identifying name should be on the cap of your pen. When your pen gets out of order, take it to a repairman. He may be able to make it as good as new by adjusting the point or making some other minor repair.

While your pen is in use, the cap may be screwed at the other end for safekeeping. Try removing the cap entirely to see whether the balance is not less tiring to your hand in prolonged dictation; but lay the cap where it will not roll off onto the floor and where you will automatically pick it up without a hunt at the close of dictation.

Pencils. Soft, medium, and hard pencils all have their uses. By trying these out, you should discover how the different varieties affect your own writing—as to clearness, swiftness, and ease. There are pencils that allow the lead to flow freely, just as certain pens let ink flow freely. The softer the pencil, however, the more quickly the point wears down. This affects the outlay for pencils and the clearness of outlines. The mechanical pencil may have its advantages for you; such a pencil with red leads may prove a ready companion. Discover for yourself also whether the round pencil or the six-sided one is more efficient and comfortable in your hand over a prolonged period. Varicolored pencils should be used for specific purposes, as has been suggested elsewhere, so

that the writing or marking has a significant meaning for your work. A heavy black marking crayon is useful and often necessary for writing on large packages for mail or express.

Inks and ink pads. Buy thriftily (and in the most useful colors) ink for ordinary and for fountain-pen use and to freshen ink pads for stamping. Black looks well with black typing. Colors serve for significant contrast. Light, resilient pads may be found responsive to your need. Buy good duplicating machine ink.

Pencil sharpener. Use a reliable sharpener for economy in pencils. The way in which you and other employees use a sharpener is important. Keep it duly emptied; turn the handle at the right angle, so as to give no irregular wear to the machine; hold the pencil itself at the exact angle to sharpen it evenly; do not oversharpen, because a long, thin point immediately breaks.

Ribbons. For typewriter and for adding and other machines ribbons should not be allowed to fade beyond the point of clear reading. They should be bought with care for your particular use and handled with care. The question for the typist is, What ribbon in the long run serves my purpose most effectively and economically?

Ruler. A good ruler is not necessarily an expensive ruler. Some of the qualifications for various purposes are these: 14″ length, rather than 12″; clear figures and clear markings within the inch; red and black marks bringing out alternate inches; a groove for pen or pencil; a good straight metal ruling edge standing away from the paper; a practical second side having more finely divided inches. A transparent rule or a slide rule may be needed for your work.

Blotters. Blotters that blot truly at the first stroke are needed for your employer's desk and your own. Some workers like a large desk blotter or a hand blotter with a handle. Keep your blotter in a regular place, so that you will not waste time hunting. Remember that your manner of blotting affects the neatness of your work; do not blur the ink.

Erasers. Erasers affect the appearance of work. Your typewriter eraser and the paper you use and the touch of your hand with the eraser should all work together for neatness and invisible erasing. An erasing shield serves as a protection. The typewriter eraser in

the form of a pencil with a brush at one end allows the hand to be easily steadied. A brush is needed especially to brush away eraser shavings from carbon copies; carbon paper that becomes clogged with erasings cannot be depended on for even copies. Pencil erasers should be soft; use attachable erasers on the ends of pencils when the original eraser becomes worn down. Art gum, erasers with a steel blade, and correction fluid should be known to the secretary. Stencil varnish allows you to correct stencils.

When you need an eraser, you should be able to reach to a regular place and find it there. Erasing is a dead loss of time at best; your tool for correction should be immediately at hand. Don't be one of those persons who are always looking about on their desks in order to find what is hiding from them. Things do not hide themselves; you hide them. Of course, the best policy in regard to erasing is not to make mistakes.

Copyholder. The efficiency of writing often depends on perfect following of copy. Notebook holders and copyholders with and without line indicators save the eyes, help attention, and prevent omissions. Be sure that you keep your copyholder at the right eye range for your own work. Also, make as short as possible the span that your eye travels from the copy to the line of typing.

HOW SHALL I LABEL IT?

Labels should be for the object in hand: large enough, well-placed for the eye, neatly placed, clearly marked, and used consistently for the same or similar purposes. Keep on hand the types you use most; these can be cut to answer less frequent needs. Study a catalog of such supplies and you will see how many stock labels are made. They should be kept so that they do not curl or stick to each other. Labels for which a secretary may have need include

Labels for file folders
Labels for parcel post and other shipping, with printed return address
Tags for shipping or to label packages for storage
Gummed index tabs
Removable tickler tabs

Labels in sets, marked with names of months, days of the week, and dates of the month

Printed labels saying FIRST CLASS, SPECIAL DELIVERY, HANDLE WITH CARE, FOURTH CLASS MATTER

Lawyers' and notarial seals

Labels for use on covers or books containing data, such as ringed books with manila or stiff covers

Cards to label the face of file and index drawers, with transparent protectors

In writing labels, make your wording brief and to the point. When a label is a guide to contents, the wording should be chosen for the ready understanding of others, as well as yourself. Let the main words of the guide stand out. Labels should be securely fastened along the edges and at the corners to withstand wear and tear. They should be evenly moistened with a rubber sponge or with a revolving moist roller. For insertion in the typewriter, a label may be pinched into a creased paper. Labels may be held firmly with the left hand while typing is done with the right hand only; gauge your writing space well.

WHAT FASTENER SHALL I USE?

The purpose of the diverse fasteners for secretarial use is to fasten or hold together, either permanently or temporarily, things that belong together. Fasteners save time and effort and prevent confusion; they make for orderly procedure. For instance, a clip may fasten an incoming letter to an enclosed booklet for your employer's desk; paste may fasten a clipping on an indexed page of a scrapbook; a binder with a spring may keep fastened together the regular monthly reports that an agent sends to a main office. An open container of clips should be within easy reach on your desk. You should understand the convenience of fasteners in varied office procedure and should know how to make each type serve your purposes. For example,

A stapling machine, for temporary or permanent fastening with wire staples, is a good guardian of things that belong together, especially in your file. Keep plenty of staples on hand.

Clips are frequently useful—but guard against their dropping out

papers and against their stealing papers that belong elsewhere. Large spring clips often serve on the desk better than paperweights. "O.K." fasteners hold well.

Fasteners that make a tie from the paper, without any metal clip or staple are on the market.

Pins are favored by many employers for certain purposes. They leave their mark, however, and must be handled carefully.

Rings hold punched sheets in order, allowing additional inserts at any point.

Posts hold ledger sheets in order.

A scrapbook fastens information together.

Pointed metal fasteners are used to bind legal documents into their covers, to fasten specifications and typed pages of many kinds. They should not be used for manuscript work, as editors prefer to handle consecutive loose pages.

Tape and sealing wax belong especially to legal work.

Hinged stickers will fasten at the edge only.

Mending tape, both transparent and heavy, has thrifty uses.

Heavy gummed tape is used to seal packages and large envelopes that are to go first class.

Stout wrapping paper and twine, together with corrugated paper and boxes, must be used for safe shipping by mail or otherwise. Rolls and tubes are used for blueprints, drawings, etc.

Paste and mucilage should be used neatly; do not run over the edges. Paste is valuable for scrapbook work and for pasting inserts in typewritten work.

Thumbtacks and pushpins hold tracings and serve on bulletin boards.

Rubber bands fasten folded papers or boxes of things that might spill.

WHAT SHALL I CUT WITH?

Letter opener. A letter opener or a paper knife should make a long, clean cut. Establish the habit of opening envelopes deftly, so that you never cut any of the contents; otherwise you may slit a paper of importance, such as a check.

Scissors. The employer usually prefers a long, sharp pair of shears. At the secretary's desk a sharp pair of scissors is usually adequate. For true cutting keep the eye focused well ahead of the blade. Scissors should be kept sharp, screwed tight—and always

returned to the same place. A good tool saves time; a good tool found in a regular place saves more time. You should train yourself to make trim clippings; a neatly mounted clipping saves the time of copying.

Cutting board. For many purposes a cutting board with a swinging knife-blade attached saves time and does accurate work. The board should be ruled both ways. A sharp knife manipulated with a sure stroke will cut tissue and heavy paper, and even light cardboard, as well as ordinary paper. Be sure to align firmly against the backing of the ruled table, and do not feed too much at a time.

Punch. The ordinary hand punch serves well if few enough sheets are taken at once. The stronger punches with hand levers will cut many sheets of heavy paper at a time. If you have work requiring a strong punch, do not injure an inadequate one by using it for the purpose. If your punch has a "reservoir" to catch the cut-out circles, keep it cleaned out; a clogged punch wastes time. Neat punching requires careful aligning of the edges of paper, so that they swing together trimly on their ring or fastener. An eyelet punch cuts the hole and inserts and clinches the eyelet.

HOW SHALL I KEEP IT?

The need for keeping things efficiently requires the secretary to know the uses of a wide variety of specific containers, both portable and stationary, from the wire basket or card tray to the desk drawer or large metal file. She must know their possibilities for *her* work. Up-to-date catalogs should be studied, advertisements should be clipped, and actual equipment should be seen at stores or in use in offices, so that you can visualize for yourself the containers that you may at any time have to know how to select for urgent need. The secretary should understand the practical uses of the following.

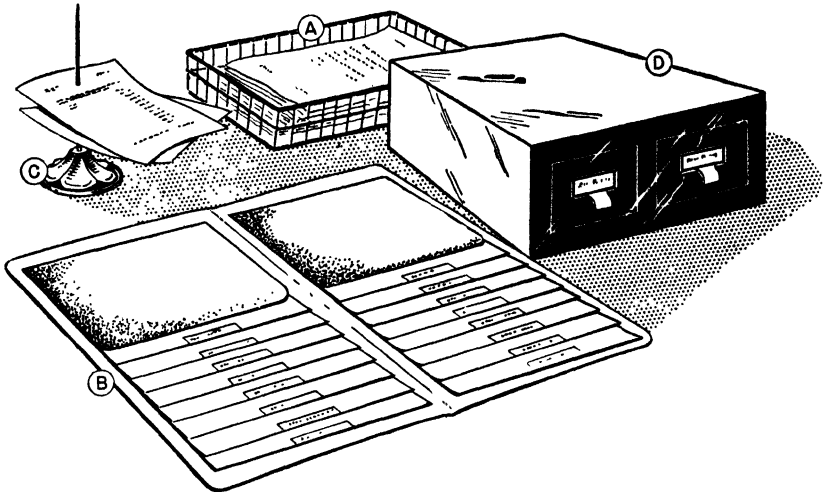
Filing and index cabinets. Metal and wood cabinets are made with drawers to keep papers and cards of many sizes. A combination of drawers can be had in a single cabinet to provide for general correspondence, legal papers, cards of various sizes, and catalogs. The choice of all "keeping" equipment rests on what must be kept, and in what quantity. Cabinets of fiber board may be

used for matter that can be transferred from active service. Indexes in frequent use can be handled readily in portable fiberboard card trays with covers. Wood, metal, and fiber index boxes come in sizes for desk use to hold the standard cards. Files and sorting trays can be had with casters, so that they can be moved about to points of use and, if desirable, rolled into a vault at night. Red fiber expansion pockets are convenient holders; they should be clearly labeled. Of course, the secretary must first select the supplies of paper and cards that are right for her work—the containers must then be fitted to what they are to keep. The principle of visible filing should be understood, together with the equipment on the market. The secretary should have in mind the various temporary ways of keeping papers. She finds significant uses for the stick file, or spindle, for the Shannon file with its stout clip and wooden back, and for desk clips and paper weights, which temporarily "file" matter awaiting attention.

Baskets and trays. Baskets and trays in wire, metal, and wood are, in their way, temporary files for desk and table use. A single tray should serve a single purpose—whether to hold outgoing mail, matter to be filed, or matter for deferred attention. Containers come in various forms for papers that are in active or semiactive use. Flat containers are designed singly or in tiers. Upright containers may be had for wall use or with partitioned sections or pigeonholes for desk use. The sliding shelf of a desk is useful if it is not allowed to hide active material in the drawers beneath. The important principle for the secretary is to choose wisely for the efficient ordering of her work and then to *use each container consistently for one purpose.* This makes for automatic habits and prevents the neglect of duties resulting from misplaced papers.

Work organizers or classifiers. Papers and memorandums for more or less immediate or repeated use may be profitably kept in a partitioned work organizer, which lies flat on the desk. This classifies or files by kind various types of work. It holds pending matter. Work must not become hidden from attention; an organizer must be allowed to organize work actively. The sections must be specifically labeled and the one marked *Miscellaneous* must not be a burying place for work about which the secretary is procrastinating.

Sorters. The sorting of many papers is expedited by the service of mechanical sorters with divided-alphabet guides, such as the sorting tray, stand, table, or sliding carriage. Since with proper planning a single sorter may be used by more than one member of the staff for different purposes, such equipment is valuable from the point of view of acceleration of work.



"How shall I keep it?" In the picture above you see handy containers for the secretary: (*A*) a wire desk basket, (*B*) a work organizer, (*C*) a spindle file with papers on it, and (*D*) a desk-top metal file.

Desk drawers and supply cabinets. Supplies of paper and envelopes in regular use should be kept handy—that is, within easy reach of the hand. Open-compartment cabinets are made with horizontal, vertical, or slanting partitions. Letterheads, second sheets, copy paper, forms, envelopes, cards, and memorandum paper should be kept in their regular places. Carbon paper for current use should be kept flat in a shallow typewriter-table drawer or in a folder. Large supply cabinets hold extra stock and less frequently used supplies. Desk drawers are made to save steps for the resourceful secretary. They should open and close easily.

Book supports. The few most frequently used reference books for your given duties, including your dictionary, should be kept at hand between book supports. Large telephone and other direc-

tories are often cumbersome on a desk. A window sill or shelf within reach keeps such books readily at your service.

Miscellaneous containers. A combination inkstand and pencil and pen tray saves desk space. A cup of clips and a pyramid of pins may both be needed. Elastic bands and other fasteners can be kept in open boxes in a desk drawer. Avoid mixing pins with clips or other fasteners; you will then not have to reach your fingers out with a gingerly motion to escape being pricked. Fingers are valuable to a typist, and so is her time. The orderly use of a few suitable containers accelerates work.

Wastebaskets. The wastebasket is a valued container of what need not be kept. Solid baskets that do not leak little bits of paper, dust, or shavings and do not lodge edges of paper in the slits are better for the floor and for the janitor. Keep baskets where they are convenient for your employer's reach and for yours. Don't put yourself under the necessity of making awkward, wasteful motions whenever you throw away a scrap of paper. Do not make a rite of placing waste in a basket; the process is worth only the instant it takes to get the waste out of your way. Do not keep baskets where they will steal papers that may slip or blow from the edge of your desk. *Look at both sides of a paper before you throw it away.* Let your wastebasket slogan be: "Keep what you need; throw away what you don't need."

HOW SHALL I PROTECT VALUABLES?

While it is true that everything worth keeping has its value, the secretary must assume constant responsibility for keeping in safety money and papers of extraordinary value. This demands the trait of integrity.

Safes. We have already discussed the necessity of keeping accessible in a safe such valuables as cash, extra stock of postage, keys, negotiable papers, policies, contracts, agreements, and other binding legal documents, as well as important personal papers of your employer. If a small safe is in your charge, you must be the one to see that it is locked at night and, in a small office, possibly also during your noon hour. In a large safe or vault, you may be re-

sponsible for the contents of certain drawers or may be assigned a place for the valuables in your care.

Cash drawers and boxes. Locked metal boxes or drawers for cash throw responsibility on the secretary, even though she may handle only small sums of money. If the key to petty cash is called "your" key, the care is yours. Trays for bills and scoops for coins make up the more elaborate boxes.

Locked drawers and lockers. Special locks may be had on desk, file, and table drawers and on lockers. Confidential matters are thus kept absolutely private, provided that the drawers are kept locked when they should be. Your own purse should be kept in a secure place—preferably in a locked drawer or in the locker provided for your use. Protect yourself from petty thieving, such as may occur from the outside, or even sometimes from the inside, of the office. It is wise never to have an unnecessary amount of cash on hand.

Keys. Know what keys you are responsible for, learn to recognize each one quickly, and keep them wisely. They should be accessible only to the right people. Do not leave doors or drawers that guard valuables wide open. If you are entrusted with knowing the combination that opens a safe or a vault, keep that combination confidential; this is like keeping a key for your own use only.

HOW SHALL I WATCH THE TIME?

In the chapter called "Watching the Time," we saw the necessity for the clock, the wall calendar, and desk calendar pads for employer and secretary. Remember that each of these should be plainly visible. Other time guards are in frequent use.

Time clocks. Large concerns keep track of the attendance and promptness of employees through the record of the time clock, which must be punched on arrival and departure at both ends of the day and also at the noon hour.

Office indicators. For small offices where both the employer and his secretary may have to be out at once, printed clock faces with movable hands are used to show when someone *WILL RETURN*.

After setting the hands on a cardboard clock to show hour of return, be certain that the office is reopened by that time. Otherwise you may try the patience of an important customer or client. When you come back, be sure to look in the pocket for cards or notes that may have been left. These are like incoming mail and may hold vital messages. Holiday closing signs posted in advance of the holiday give courteous warning to customers.

Date stamp. The date stamp, discussed in connection with incoming mail, *should be shifted to the current date the first thing in the morning.* This must become a regular habit, or its record will be inaccurate. Watch for the new month and the new year date.

Time lists. Time lists of mails and timetables of local trains and busses may be posted at hand; a wall bulletin board beside the secretary's desk may hold frequently used information of this nature.

WHAT SHALL I HAVE AT HAND FOR READY REFERENCE?

In Chapter 21 typical kinds of handy reference matter are discussed. Here let us see how such equipment may be kept most accessible for the acceleration of secretarial duties. Reference matter should

Be kept on hand *in the most up-to-date form*
Be kept in order *in a regular place,* accessible in accordance with the frequency of its use

In your study to save motions in your own specific position, for instance, you may find it desirable to keep at your desk material that is frequently used, and to keep in systematic order in files and indexes or on shelves reference material that is less frequently used.

MATERIAL TO BE KEPT AT YOUR DESK

Dictionary
Roget's *Thesaurus*
Telephone directories
City and town directories
Lists of frequently used telephone numbers and names and ad-

dresses, lists of employees, lists for any repeated secretarial duty
Catalogs, bulletins, or reference books which you use often
Tables of local incoming and outgoing mails, trains, busses

MATERIAL TO BE KEPT IN FILES AND INDEXES OR ON SHELVES

Records and reports
Publications of your own business concern, circulars, etc.
Catalogs, bulletins, magazines pertaining to the conduct and equipment of your business
Credit rating books
Trade directories
Investment guides
Official postal guide
Unabridged dictionary
Encyclopedia
Atlas
Maps
Directories of organizations, clubs, etc.
Who's Who in America
Mailing lists which you yourself keep in card or sheet form

A full-size desk dictionary should be on the desk of the secretary for her exclusive use. Many office supervisors realize that it is a false economy for each typist not to have a dictionary for her exclusive use. If your employer does not see his way clear to providing such a book, it will pay you to buy one as a personal asset at the first possible opportunity. Get a recent edition and start right; old editions will not have the most recent decisions about spelling or pronunciation, or words that have lately come into use. The tiny pocket dictionary has its purposes, but too often the very word on which you need help is not in so small an edition or, if it is, the definition is not full enough to give you the information you need at the moment.

The *bulletin board* is valuable for posting notices or information at convenient points in an office. You should read with punctilious regularity new notices posted on a bulletin board for official information to employees.

The reading glass is essential for work with very fine print and also serves the secretary in deciphering difficult handwriting.

WHAT FURNITURE IS REQUIRED?

The secretary may have little or no say about the furniture in the office, but she should know that her work may be more efficient if she has the following:

Chair for correct posture, with pad or cushion if desired
Desk and table at right relative height for work or typewriting
Adjustable lamp
Filing stool and filing shelf
Humidifier and thermometer

WHAT HANDY SUPPLIES ARE NEEDED?

As a many-dutied secretary, you may be responsible for keeping on hand a variety of supplies incident to the particular business or profession of your employer, such as adhesive tape for a doctor, chemicals for a chemist, blueprint paper for an architect. In any specialized work try to prove yourself ready and intelligent about caring in advance for necessary equipment.

You may be responsible for the housekeeping supplies that you and your janitor or the woman who cleans use to keep your office and your equipment in good condition. *Avoid inflammable cleaning fluids.* The more homely supplies include

Paper cups, paper towels
Dusters and cleaning cloths
Typewriter brushes, type cleaners, platen cleaners, and oil
Polishes
Soap
Matches and ash trays
Tool kit, including two sizes of screw drivers, hammer, awl, and pincers
First-aid kit

RELATION OF EQUIPMENT TO OFFICE EFFICIENCY

Equipment and the quiet office. A quiet office increases efficiency. The secretary schools herself willingly to concentrate despite all necessary noise, but studies of the effects of noise reveal that it absorbs vital nerve force and thus affects the output of work.

The noise of a typewriter can, of course, be abated by the use of a felt or rubber pad, which absorbs some of the vibration. Rubber feet on a typewriter table may make a notable difference. Telephone bells and buzzers can be softened to reduce unnecessary harshness. Office trucks, machines, revolving chairs, door hinges, and doorknobs should be kept oiled, to save the parts and to minimize noise. No machine should be so located that its particular noise makes hearing over the telephone difficult.

The personal manners of each employee contribute to the quiet or the din of an office. The person who walks heavily, taps her heels, or scuffs across the floor calls attention to every move she makes. The secretary who slams doors and drawers distracts her associates. The high-pitched or loud voice is a nuisance. Calling across a room in which several people are at work disrupts the whole force. The tone of voice that carries best over the telephone is the very tone that is most acceptable to people who may be trying to work around you.

Equipment and secondary secretarial duties. Equipment is closely related to secretarial duties. Certain equipment is absolutely necessary, such as the typewriter, pen, paper, envelopes, postage, and telephone. We have seen how the desk equipment of the ordinary office should be kept. Pencils should be sharpened. Inkwells should be kept reasonably full. If ash trays are used by the employer or by callers, they should be emptied and kept clean.

The emptying of an ash tray does not sound like a responsibility. It may be called one of the "secondary duties" of the secretary. In the ordinary business office these side duties are few, but in certain types of offices they may take up appreciable time and attention. Almost every business or profession has its particular secondary duties that must be attended to automatically but intelligently by the assistant. Whatever things concern your employer become the special concern of your alert eye and hand. The secretary must be efficient in such ways as these:

Papers that belong together are not left askew at the edges; a folder of the file shows sheets righted for ready use.

The ruler is used with precision, and ink lines are not blurred.

Paste is used with neatness so that sticky surfaces are not left; pasted work is done straight to the eye.

Cutting is done clean to the desired line.

Packages are wrapped neatly and securely; labels are stuck on packages or folders or covers securely and exactly; they are typed straight and with good arrangement.

Postage stamps are stuck onto envelopes straight and not at a careless, "I don't care" angle.

The punch is used accurately so that edges belonging together are nicely aligned.

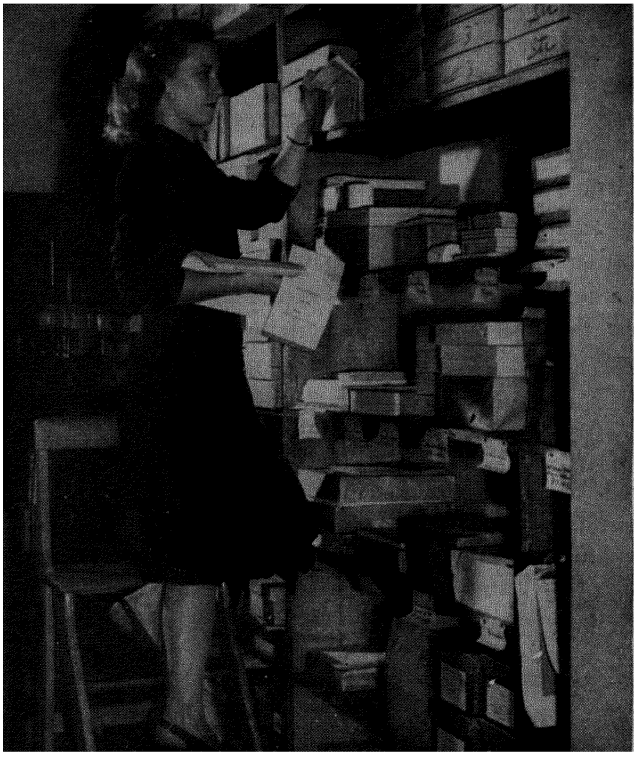
The blank spaces in printed forms are filled in on the typewriter with careful adjustment.

Enclosures, such as checks, bills, and small circulars, are folded with the creases at right angles to the edge as though the secretary respected their worth.

The supply closet. Supplies should be kept near at hand. In a small office, metal cabinets with shelves are handy if they are kept tidy and are placed near to those workers who must draw on the supplies. An active quantity for current use may be kept here, with storage of wholesale quantities in some more remote closet or supply room. Written requisitions make employees feel responsible for economical use of supplies and help to show the purchaser the average consumption of each type of supply for each worker, so that enough will be always kept on order. Careful stock taking at reasonable intervals shows which supplies are on hand in sufficient quantity and which need replenishing (this is the time to change to new and improved products if they are available); it also reveals any supply that is not being consumed and should therefore be put to some new, thrifty use. Keeping track of supplies for even a small office demands intelligence and good taste and common sense. As a guide to the best buying, a comprehensive stock record should be kept, showing prices and names of concerns that sell various supplies.

In ordering a supply closet, select a style with shelves that are adjustable to your best use. Whether you have a new or an old closet, you should arrange the space between shelves for convenient service. Utilize both back and front areas intelligently. Most frequently used supplies should, of course, be most accessible. There are timesaving devices for keeping supplies in readiness. For instance, every box or package should have a clear label or

sample of the contents facing the edge of the shelf. In a cabinet supplies should be kept as open as possible. Box covers can be removed; packages of paper can be undone and set with care so that the corners do not get creased back or the edges torn. Supplies of



Keeping track of supplies and ordering new equipment may be part of the secretary's duties. Or in a large organization she may be required merely to have a knowledge of the storeroom and to be able to find materials quickly.

paste and ink and cleaning fluids should be kept well corked yet free for easy opening. Carbon paper should be kept with special care, as sheets are fragile and easily damaged.

Labels will not stick well to metal shelves, but the names of supplies may be inserted in metal holders that will slide along on the edge of a shelf. Numbers are often used for this purpose and an alphabetic index to these numbers is posted on the closet door.

Such an index is especially valuable to the new employee in an office or to the "relief" stenographer who comes in temporarily and should not have to interrupt others to ask, "Where can I find it?"

The employer's desk and the secretary's desk. The entire appearance of the office reflects the secretary's regard for time and system. Even your employer's desk is your responsibility, as it often holds papers that should not be disturbed by other hands than his or yours.

Caring for your employer's desk saves time in the end. Knowing where to put papers demanding prompt attention and where to push to one side less pressing matters, knowing where to place letters for signature, and knowing where to keep your employer's desk supplies for his greatest convenience—these are matters of secretarial concern. Supplies and equipment of all kinds should be systematically kept where they can be reached easily. Shears, erasers, elastics, clips, and a letter opener usually are kept in the center desk drawer. In certain other drawers may be found in their regular places such necessities as

Postage for business or personal use
Letterheads with envelopes for business or personal use
Frequently used reports
Scratch paper and pads
Personal property, which he may keep in a locked drawer

On top of his desk should be kept sharpened pencils; blotters; upright or flat containers for material to be filed or held or disposed of, as may be designated; most frequently used reference books or pamphlets, including the telephone directory; and the calendar pad.

On the secretary's desk, whatever is ready to go to her employer is kept in an orderly pile. Her telephone pad and pencil are within reach of her right hand when she takes up the receiver; her calendar pad is easily visible. The filing basket for finished work may be at a back corner of the desk. Unfinished work lies in a distinct pile, with important matters on top for early attention. Telephone books, dictionary, and publications and lists for frequent reference are kept available. Her pencils, date stamp, scissors, pen, ink, erasers, clips and other fasteners, and her baskets for various well-

defined purposes—such as incoming and outgoing mail—lie where they make for the greatest efficiency. She does not fumble about for needed things, because she regularly returns each thing to its accustomed place.

Envelopes of a given kind—whether stamped or unstamped, window, manila, bond, large, or small—are kept always in the same location, so that her hand goes directly to the one wanted. Postage of various denominations is accessible. Different kinds and sizes of paper are kept in sections, probably separated by slanting partitions. In a convenient desk drawer there are many small supplies, such as labels, special fasteners, ruler, and colored pencils. Several pencils are sharpened at one visit to the sharpener. The fountain pen is regularly filled each day. One trip to the supply room is sufficient if needs are checked before it is made.

Layout of the office; appearance and convenience. On entering a position, you should accept the already established arrangement of furniture and get immediately to work. From the start, however, you must regard two aspects of the layout of the office that naturally affect your efficiency as secretary. When there is opportunity you may gradually be able to alter the arrangement, both for convenience and for appearance. You will have to solve the problems of your own situation. You may have your working desk in the outer room where callers enter; or you may be in a small inner room, by yourself or with others; or you may be in a large room, with what is sometimes called a "battery" of desks and other office equipment. You should comprehend the most efficient performance of your more regular duties, both singly and as a whole. In applying your imagination as fully as possible to the following questions, remember that the needs of others than yourself have to be duly considered.

Have I the best possible light, both daylight and artificial, on my desk, my typewriter and notebook, my files, and other equipment in regular use? Is my use of lights also economical?

Is my active file so placed as to require the fewest possible steps?

Are the places where I spend most of my working moments kept at the best available temperature and adequately ventilated, at all seasons? Can my working conditions be improved by means of an electric fan, a ventilator, a humidifier?

Do I have to travel an unnecessary distance to a pencil sharpener, or to an adding machine, or to frequently used catalogs and reference books, or to other useful equipment?

Do I keep my dictating machine apparatus immediately at hand?

Are the little office routes that I frequently travel so planned that I save steps? Do I walk unnecessarily around chairs, tables, or other furniture? With due consideration to light and air, is my desk so placed that I turn from my chair and reach my employer's desk with the minimum of motion?

Is our equipment so arranged that I can often "kill two birds with one stone" by putting through more than one errand in one and the same area? Does the relative location of the things I use make for steady, straightforward progress of all work?

Do I apply my best secretarial intelligence, first to the selection and arrangement of equipment, and then to its efficient use as an accelerator of both frequent and infrequent duties?

PART VI

The Value of Words and Figures

CHAPTER EIGHTEEN

PUT IT IN WRITING

The written word preserves the spoken word. "Will you please put it in writing?" These words you will often hear in your office. Many important questions, opinions, instructions, agreements, decisions, and findings are first given by word of mouth. Sometimes these are spoken over the telephone, sometimes face to face. Often an employer sends a message to be spoken by his secretary or some other representative on his behalf. We have already learned the comparative merits of oral and written communication.

As we noted in the chapter on memorandums, it is one of the duties of the secretary to see that every necessary item is set down in writing. Think for a moment how the words that are spoken over the radio vanish the next instant. If the President of the United States broadcasts an important message to the people tonight, notice what happens. That speech will be found in print in tomorrow's newspapers. Why? First, because this makes it possible for readers who did not hear the speech to learn and to consider what was said; second, because it allows the hearers to refresh their minds, to recall accurately and to consider carefully the statements that they have heard. When words that have been spoken in the business world before two or more people are put into writing, much the same thing happens. Certain men who are interested in the matter may not be present when important words are said and far-reaching conclusions are reached. From the writing out of the words these men learn and consider for themselves what has been said out of their hearing. Further than that, those who have heard the words as originally spoken thus have set before them what they could not otherwise recall accurately or fully. The written word clinches and preserves the spoken word. This is shown by the negative and affirmative statements listed below.

WHAT THE SECRETARY WHO HAS FAILED TO PUT IT INTO WRITING WILL SAY

I must have forgotten to take down the message—I can't find it anywhere.

I didn't write down the date—I didn't suppose it would make any difference on a little thing like that.

This is what he said, but I didn't ask for his name—by the way he spoke I thought you'd know who he was.

I didn't take down the figures at the conference because you didn't tell me to.

I never think to make a carbon copy of that kind of notice, so I'm sure it isn't in the file.

I didn't mark what these two parcel post receipts were for, so I don't know where to file them.

As I remember it, she said that she couldn't come on Thursday, but I don't seem to have made any note.

I didn't think a written confirmation of that appointment was necessary, but Mr. Brown is now an hour overdue.

I remember about the telegram because I telephoned it immediately to the telegraph office, but I don't believe I typed out a copy to keep.

WHAT THE SECRETARY WHO HAS PUT IT INTO WRITING WILL SAY

When he called, I wrote down his business telephone number and his house number too, because I thought you might need to reach him this evening.

I wrote the hour of the appointment on both our calendar pads.

I always type the notation of my initials on a dictated memorandum in order to take the responsibility in case of inquiry.

I always put a return address on an envelope, if it is not already printed.

I wrote the date on that first draft of your report because I thought you might wish to make some change in the statistics when this week's figures come in.

I asked him to fill out an application for us to keep on file.

I thought you would wish to have Mr. MacLean know what days you would be out of town, so I sent him a memorandum.

The busier I am, the more insistent I am about putting down instructions in writing.

This step must be urged. Because many people do not realize the convenience of the written word, the request "Will you please put that in writing?" must frequently be made by the employer or his secretary. Let us look through the eyes of Mr. Byfield's secretary to see a variety of necessities for the written word.

The answer to a question. Mr. Byfield asks his secretary to telephone to the printer to ask by what date he can rush through a six-page circular like the one issued last month. The printer says that if Mr. Byfield is willing to have the cover in black and white instead of in color and if he will have the envelopes addressed in his own office instead of by the printer, the order can be put through by Monday at the latest. The date is important and the two "if's" are also important, because the agreement hangs on them. The secretary, therefore, asks the printer, "Will you please put that in writing for Mr. Byfield?" She makes her own spoken report to Mr. Byfield so that the matter can be settled immediately over the telephone. But she also watches for the written promise to come through the mails with the printer's signature, so that Mr. Byfield can hold the printer to that date.

The statement. Mr. French telephones to correct the statement that he made to Mr. Byfield by word of mouth about the vacant lot at the corner of Elm and Straight Streets. The price should have been nine thousand dollars instead of the eight thousand he quoted. The secretary takes down the message—but that is not all. She asks, "Will you please put that in writing for Mr. Byfield?"

The opinion. Mr. Greenberg tells Mr. Byfield that he has reason to believe that the night watchman is not a reliable man for the position. Mr. Byfield says, "Would you be willing to put your opinion in writing, so that I can take the matter up confidentially with the owner of the building?" This is one of the matters in writing that the secretary carefully guards as confidential. It is to be noticed that a man will seldom put such an opinion in writing unless he is pretty sure that he can offer proof of it.

The instruction. Mr. Byfield says to his secretary, "Will you please tell the girls in this department that notice of necessary absence must reach Miss March not later than 9:00 a.m.?" The secretary knows very well that this must be "put in writing" so

that ignorance of the ruling may not serve as an excuse. Instructions and orders bearing the signature of an official of the company must be read with care and heeded faithfully.

The suggestion. Mr. McCarthy tells Mr. Byfield that he would like to suggest that two small delivery trucks be bought to replace the one large truck. Mr. McCarthy is asked if he will dictate to Mr. Byfield's secretary his reasons for this suggestion, so that it can be given consideration.

The criticism. Mr. Dodge, another officer of the company, goes out to lunch with Mr. Byfield and makes this criticism: "I believe that a reorganization of our filing department is necessary. A new setup would increase the efficiency of our entire business." Mr. Byfield discusses the matter, but concludes with, "Will you put those reasons of yours in writing, giving some concrete examples of errors and delays that have come to your attention?"

The agreement. Mr. Byfield is about to rent a furnished house. In addition to the legal written lease that he signs, he requests the owner to "put in writing" the list of improvements he has agreed to make before the lease goes into effect.

The promise. Mr. Byfield tells his secretary that her work has proved satisfactory during the first month's trial and that if her value to him increases as he now expects it to, he will give her a semiannual increase of one dollar a week until she has reached the maximum salary of fifty dollars for the position. His secretary then thanks him for his appreciation and determines to warrant this confidence in her work. But this is a moment of future importance to her. Such promises are not always remembered by busy men. His secretary, therefore, has the right, in fairness to both of them, to ask, "Would you be good enough to dictate that promise to me so that I may have it in writing?" When she takes this in for his signature, she may ask him to sign a duplicate for his confidential files, as well as the one she wishes to keep. If she is courteous and straightforward, Mr. Byfield will respect her businesslike handling of her own relation to the company.

The message. Any message that Mr. Byfield's secretary takes from a caller or over the telephone must, of course, be put in writing immediately.

The discussion. Mr. Byfield may call his secretary into a con-

ference so that she can take down an outline of the discussion. The discussion may be informal or it may require a formal report, such as the minutes of a meeting, with carefully worded votes and resolutions. Note that Mr. Byfield needs a secretary who has judgment about what to write down—that is as important as the accuracy of her shorthand. She must have skill as a listener as well as skill as a stenographer.

Writing—a business habit. We know that when the employer dictates a letter he is throwing on his secretary the responsibility of putting his thinking into writing—in correct, readable form. The following reasons for putting matter in writing include some points that we have already partially considered.

For authority. Written words that stand over a person's signature carry authority from him. Whoever receives statements in writing can hold the writer responsible for what he has signed. This is especially true of properly witnessed legal papers and of business proposals that offer goods at a definite price.

For consideration. Written statements, as we have already seen, can be considered and reconsidered, if need be. A man is not always ready to make a decision immediately. He can weigh matters better when they are before him in writing. If a contractor has sent him a written bid for painting his house, he compares it with other written bids for the same work from other men before he signs a contract.

For clarity. Written statements can be made clearer than hastily spoken statements. The spoken word is often needed to persuade; conversation and discussion face to face are of great value to business. But the written statements that precede or grow out of a conference can summarize and point up the ideas with greater care.

For mutual understanding. Written statements go far toward preventing misunderstandings. *Whenever possible, get a statement set down in writing and signed or initialed by someone who will be responsible for it and who can be quoted if necessary.* The secretary must be able to find any message in writing, as she took it down on the spot. If that message is sufficiently important, she takes one more step and asks the caller himself to send the matter in writing to her employer. The principle of "putting it in writ-

ing" saves confusion all round, places responsibility where it belongs, and often prevents irritating circumstances.

It protects the employer and the secretary to demand that they *receive* words in writing and it protects them to *give* words in writing. For instance, if Mr. Byfield promises by long-distance telephone to meet a committee at ten o'clock on Wednesday of next week, it is for his protection to write a confirmation of that appointment. Over and over again the secretary has it in her power to make sure that spoken words are covered immediately by written words. Here she may take initiative in protecting her employer, herself, and, of course, the business itself.

For revision. Written matter may be revised and corrected. Paragraphs of "rough draft" can be written and rewritten until they are clear, concise, and exact—often far more so than they could be spoken at first thought.

For spreading information. Whatever is put in writing can be handled and studied by more than one person. Letters that have been received in an office are often passed about for the advice or the information of several people. Carbon copies or mimeographed, multigraphed, or printed forms enable many people to give consideration to the same matter at one and the same time. An employer often instructs his secretary to send copies of an outgoing letter to other officers of the company. In some companies, incoming mail regarding a given transaction is regularly passed about in a route among the desks of those concerned in its progress. The alert secretary keeps aware of her duty to pass about such information.

For establishing dates. When words are put in writing, the important element of *when* is established. The date of a meeting or a decision, or the start or finish of a plan may be questioned. We have seen the necessity of having "the date always—always the date." Here we see the usefulness of having the date as a part of what must be put in writing. Mr. Byfield may ask for the data that his secretary took down after his last conference with Mr. Swain. She will have that in writing. But it is also true that Mr. Byfield may find it important to ask this question: "What day of the week did I have that conference with Mr. Swain?" The secretary may have typed five pages of details from that conference—but the one

detail that Mr. Byfield needs at the moment is that date, which she either has, or has not, carefully put in writing.

For file record. Words that are in writing can be kept on record. As we have seen, the secretary has a duty toward the contents of the file. Days or months or years later, someone may need to recall words that have been spoken and to recall them with accuracy. The secretary not only knows that memory must not be relied on for many matters but also realizes that she may be absent for good reason and that someone else will be required to depend on what she has kept in writing. She knows, too, that she may be promoted or may go to some other concern to work and that the record she leaves in her file during her tenure as secretary will become very necessary to her employer when he is dependent on her successor.

Both the active and the transfer files of an office show what kind of secretaries have handled the work. If Mr. Byfield has had five secretaries in recent years and each of them has been faithful in this particular of "having things put in writing," his files will tell of that faithfulness. But let us say that the third one of those secretaries was remiss in this, with the result that her successors found undated matter slipped into irregular places. They found data that did not show where they came from or whose authority was behind them. They found the start of some transactions whose final steps were missing, or they failed to find some important middle step. The file shows the history of the business, and it is the secretary's duty and privilege to help leave that history clearly written.

Letters of confirmation. What is often called a "confirming letter," or a "letter of confirmation," is one of the clearest illustrations of the wisdom and necessity of putting things in writing. A confirmation makes sure that neither party is under any misunderstanding. This type of letter may refer to a price quoted over the telephone or an appointment or a telegram. The principle of confirming in writing is that of the duplicate sales slip made out when a man charges a coat at a store. The salesman puts in the package a slip that confirms the purchase, giving the name of the article, the price (which can thus be checked when the bill is sent), the date of purchase, the number of the salesman. If there is necessity for

return of the coat for exchange, this confirmation is especially important. The full record of purchase is in writing.

Letters of confirmation should cover every point briefly, clearly, and accurately. Avoid the somewhat frequent error of beginning a letter with a dangling participle. A participle must have a noun or pronoun to modify, or to "hang on to."

WRONG

Confirming our telephone conversation, would say. . . .

Confirming our telephone conversation, the price will be $239. ("Confirming" cannot modify "price.")

RIGHT

Confirming our telephone conversation, we make the following proposal.

We are glad to confirm our telephone conversation regarding the following proposal.

This is to confirm our telephone conversation. . . .

Telegrams may be confirmed by sending a carbon copy of the message marked *Confirmation*. A letter may be added, enlarging on this enclosure. Or the message as telegraphed may be incorporated in a letter that enlarges on the brief quoted message. Keep in mind that the detail of a conversation that may be most obvious to you may be the most important of all to put in writing as a reminder to the reader who is to receive the confirmation.

Four ways of writing expected of the secretary. A secretary should be able to write legibly and neatly in four different ways, each one of which has its special purposes in business: typing, shorthand, longhand, printing.

Typing should show an even touch, with no strike-overs. The work should be so accurate that few erasures are made; when necessary, the eraser should cure a mistake so skillfully that the completed page is unmarred. Margins, placement, balance, and displayed or tabulated matter should all be so planned that the appearance is simple and right. The manner of typing should be an aid to clear thinking on the part of the reader. Nothing incorrect or peculiar should distract his attention. However, this degree of perfection may not be necessary for some typing. Use judgment.

Shorthand should be so accurate in its outlines that they flow naturally into transcription. The certainty with which you set down every word that is dictated should make it possible for others to read your notes readily in case you are absent from your office or are needed unexpectedly to carry out other work.

TELEPHONE MESSAGE.

Date 9/9/47

For Mr. Haviland

From Mr. James Scott

Their No. Kirk. 5482 Time Rec'd 11:30 a.m.

Remarks: Mr. Scott says that Mr. Hall will not return from his vacation until Monday. They will report then regarding your order for paper.

A. L. F.

Legible longhand is required of the secretary. Clarity of figures and of proper names is especially important. On the ruled message form above is shown a satisfactory mean between careless and overmeticulous handwriting.

Longhand that is wholly legible is one of the requisites of the secretary. If her longhand is mature and pleasing too, whatever she has to write by hand will command a more interested attention from the reader. A childish, irregular handwriting lacks dignity and for that reason does not carry the weight that the message merits. Your signature and the way in which you write your employer's signature with your initial under it should be dignified, assured, and simple—without flourishes. Figures must be clear and uniform in style with your handwritten words. Hasty writing must be avoided; careless writing confuses similar letters and figures. Do not let an uncrossed **t** look like the letter **l** or an undotted **i** like an **e**. Close in the letters **b, d,** and **o,** so that they will

not be misread as **h, cl,** and **c.** Distinguish your **n** from your **u.** Avoid allowing your **6** to look like an unclosed **5,** your **2** like a **3,** your **7** or **8** like a **9,** or your **9** like a **7.**

Usually you can read your own writing, but it should be so clear that others can read it. Blanks of many kinds require handwriting; the secretary may have to

Fill out appointment cards for a professional man
Sign receipts
Sign as witness on important legal documents
Enter names and dates on forms
Make notations on her employer's calendar pad
Write out brief messages
Make out checks

Different positions make different demands on secretarial skill in handwriting.

When you make application for a position at a business agency, you will be asked to fill out a blank—sometimes a very detailed blank—in handwriting. When you apply direct for a position, an employer or his personnel director will ask you to fill out a blank or to write a letter of application. One of the qualifications they are watching is this matter of handwriting, because it not only shows your ease with this necessary skill but also is taken to reflect your personality. Are you a thoughtless, immature applicant? They are looking for a thoughtful, mature employee. The conscientious writing of a date or an amount in dollars and cents may make an appreciable difference in business. If you do not write well, you should restudy penmanship seriously until you have mastered it.

Printing is sometimes required of the secretary. For instance, the manila cover for a special report or the cover of a scrapbook may need a neatly printed title. Blanks often read: *Please print.* Good printing can best be done on a line; a temporary line can be drawn lightly in pencil as a guide to the eye and hand.

Each of these four ways of writing—typing, shorthand, longhand, printing—has its definite uses. You should learn to choose the one that will be most serviceable for each task, large or small. Do not make the mistake of using longhand when typing is al-

lowable and swifter. Filling in certain portions of blanks on the typewriter may save time and assure legibility. Slipping even a few small manila envelopes or a succession of pay envelopes into the typewriter for a name or a name and address may save time.

Deciphering difficult handwriting. In addition to the skill of writing legibly, the secretary must be able to decipher careless, difficult handwriting of others. This demands concentration, a good vocabulary with a knowledge of spelling, and imagination. "What could this word be? What does it look like? What word does the context lead one to expect?" Sometimes after puzzling over difficult handwriting a secretary will go to an associate with "Can you make out what this word is?" Poor handwriting prevents attention to the meaning of the words.

The art of reading difficult handwriting depends partly on tricks that the secretary can devise for herself. She has two quite different problems—the repeated deciphering of her employer's handwriting and the varied demands made by incoming mail or infrequent work for other officers of her company. She becomes familiar with given peculiarities of her employer's handwritten interlineations, or notations, or pages of rough draft, so that she types from his copy readily. You may increase your facility in reading difficult handwriting by following these suggestions:

Watch for such confusing alternatives as those listed above under the discussion of longhand. For instance, throughout a communication you may have to distinguish carefully between the curves and points of n's and u's.

Watch for the dotting of i's and the crossing of t's. Sometimes a dot or a cross is missing; or it may mislead by appearing where it should not be.

Are certain letters of the alphabet as a rule made carelessly at the *ends* of words in a given handwriting? If so, catch this eccentricity and notice that you can carry that knowledge through your entire reading.

Can the writing be read more easily if held at a slight slant?

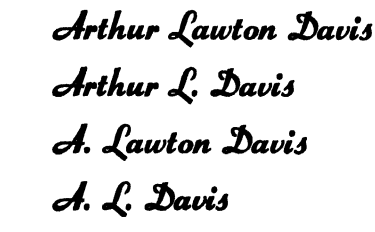
If the signature cannot be deciphered, look first to see whether the name is printed on the letterhead, perhaps in a list of officers at the side. Failing that, you can look back over the writing to see whether in a known word you can catch the same letter that now puzzles you in the signature. The difficulty here presented shows us why it is a

courtesy, and good business, for you to type your employer's signature below the place where he signs, if he does not write an easily read signature.

Whenever a letter in a word puzzles you, find a similar letter in a word that you can decipher; by this matching of letters quick reading can sometimes be done.

In some types of business the larger part of the incoming correspondence is in longhand. When an especially difficult handwriting comes in a letter that must be read by your busy employer, you may save his time by deciphering for him the words that are most difficult to read and writing above such words in clear penciled handwriting what you believe them to be. An experienced secretary who guards her employer's moments may even relieve him by typing off a supremely difficult letter, stating at the head of the transcription: *This is the best I can make out of the attached letter; words I am in doubt about are underlined.* Services of this kind should not be overdone, as they take time; but the wise secretary often foresees ways in which she can economize both the time and the effort of her employer.

Signatures carry weight. Signatures are important. Each person has certain words that are his very own. They make up his name and set him apart from the other people on his street or in his office. "What is his name?" That is a natural question. It is wise for you to settle on a signature that you will use consistently through your business life. It should be full enough to identify you. The habit of writing your name sometimes one way, sometimes another, is not a dependable one for business because in business it is expected that a single signature will stand for a person. A man may customarily sign his name in accordance with his personal preference for one form, for example,



When you are asked by your employer to witness his signature, you should expect that he will sign his name in your presence. That is what the word *witness* signifies in this case.

Whenever you sign a document yourself, read every word thoughtfully. If someone brings you a petition to sign, or a paper of any kind, do not feel hurried because that person is waiting. *Know what you are signing.*

Because names have to be used to differentiate one person from his neighbor, a man becomes rightly sensitive about having his name used with exactness. The many secretaries who type letters and envelopes to this man should use his chosen form: Mr. A. Lawton Davis. They consistently adhere to the signature that he has used at the end of the letters that their employers have received from him. When Mr. Davis telephones to any one of these secretaries, she obtains his correct name, and her memorandum then reads, "Mr. A. Lawton Davis telephoned to ask for an appointment. . . ."

If you were Mr. Davis's secretary, the importance of his signature would lie most frequently in the fact that he daily put it beneath words that you had typed for him. *No letter should go into an envelope unsigned.* The natural queries by a recipient are

Who wrote this?
What is the authority for this statement?
Who is standing behind it?
Who signed this contract? This agreement?
Who wrote this article?
Who made up this report?
Who is asking for this information?
Who wants this appointment?
Who is making us this offer?

The signature of your employer makes important the perfection of your transcriptions. He is ready to sign only the faithful typing of what he dictated. If he is hurried, he has every right to trust you and, without reading what you have written, he may direct you to sign his name. In such case you should write your own initial beneath the signature. This throws the responsibility absolutely on you.

Once writing has been put on a check, a legal document, or any other important paper, no changes should be made—as to amounts, dates, or any other detail. This is an absolute example of the principle of "right the first time." An erasure on a check, for instance, may indicate that someone is "raising" that check in order to get more money than was signed for. *If you make an error in writing out a check, destroy it and write one without error.* Nothing over a witnessed signature should show signs of erasure or alteration.

The secretary's signature. Whenever the secretary signs her full name or her initials to receipts, or under her employer's signature as written by her, or to memorandums or messages, she is assuming a secretarial responsibility. She must give intelligent attention to such small but important duties as

Signing for the receipt of a telegram, registered letter, insured parcel post package
Signing for the receipt of a legal writ delivered by a constable to attach the wages of one of her employer's employees
Signing for the receipt of cash in payment of a bill
Signing for material borrowed from company files

The secretary should check with care the amount of money received or the contents of a package for which she signs. Her question must be *What am I signing for?* Her signature gives importance to the accuracy of the date—quantity received—amount of money received. Signing receipts on behalf of your employer may require you

To write his name with your initials beneath, or
To sign your own name as his "agent" on a line so designated, or
To get his own signature, if the signature of "addressee only" is required

In any position, you must guard against assuming undue responsibility in signing on behalf of your employer. You must never involve his signature in any matter that you are not sure about. Do not take a chance in signing for him or for yourself personally any paper about which you are in any way uncertain.

Filling in forms. The blank lines or spaces on a form of any kind must be filled in with accurate attention. When we speak of "fill-

ing in a blank," we mean filling in figures and words in the spaces indicated. A blank may come in the form of a series of questions to be answered in given spaces (often called a "questionnaire") or of a series of ruled spaces allowing for a few words among words already printed or typed or of a row of columns to be filled in. When you make a form for the use of your office, be sure to cover every desired point. When you fill in a form on behalf of your office, be sure to fill in every desired point. If you wish to omit any point or to answer in the negative, make some indication to show that the point was not missed; for example, by crossing through the words with a pen or lightly with the hyphen on the typewriter or by clearly stating, "No" or "None." One form warns, "Returns cannot be accepted as complete unless every item is answered with figures or with the word *None.*"

The blanks entrusted to a secretary for filling in may be as varied as these:

Printed cross-reference sheets for the files
Income tax blanks (for herself and her employer)
Slip for the hospitality committee of the Chamber of Commerce reserving places for Mr. and Mrs. Employer and two guests at the annual dinner
Application for a money order
Lease
Clinical analysis at a hospital
Oral survey for a dentist
Insurance policy
Invoice
Purchase order
Cost card showing itemized expense of labor and material for a given piece of work
Questionnaire asking in detail employer's opinion of the local school system
Printed interoffice memorandum

As a rule, blank forms should be filled in on the typewriter for the sake of speed and legibility and, in some instances, in order to meet the need for a carbon copy. The signature, however, should ordinarily be in handwriting. Typing blanks with nicety requires a ready understanding of the line alignment of the typewriter.

For instance, you may keep a pay-roll list on ruled paper; the names entered down the page should not straggle, hit-and-miss, but should show an even left margin and a uniform straight placing, slightly above the line, so that the letters are wholly readable. Different makes of typewriters have different devices to help the eye in placing the type in a perfect horizontal line. Rebuilt typewriters sometimes present real difficulties, but the efficient secretary always takes imperfect equipment as a challenge to her ingenuity and her skill. Whenever you are setting up a form for your own office, which is to be run through a duplicating machine or sent to a printer, consider the spacing on the typewriters that will be used in filling in this form. The use of the variable line spacer takes time and attention; if it is possible, plan the blank lines of the spaces beside printed words so that your regular line spacer can be used right down the page, once your paper is set right. Advance thought of this kind saves time and marks real secretarial ability.

When filling in a form on the typewriter or by hand,

Write every letter and figure accurately, reading over your copy before removing it from the typewriter.

Watch for special directions, such as

Name (please print) .....
Name (last name first) .....
Do not fill in here .....
Please leave blank .....
Street address .....
City or town ..... State .....

Read over every printed line to *ensure* that no omissions are made and *that the words which you fill in read to make complete sense with the blank as printed.*

Use judgment in observing small details, such as indicating *Mr., Mrs.,* or *Miss* for space marked *M*.....

Give the date of filling in the blank, whether or not a space is designated. Do not neglect to fill in the last figures of the year when a space is left thus: 19——.

A blank is not merely a blank; it has a part in forwarding a business transaction. For this reason it should be attended to with

intelligent interest and carried through to perfection in each detail.

Reports, records, minutes. Space will not be taken in this book to show the great variety of typed setup for preserving reports, records, minutes, and the like. In the spirit of our study of secretarial work we shall instead look into principles, rules, and reasons that govern secretarial responsibility for such reports. When you are given a report to copy, you depend on skill in typing. When you yourself must take the notes for that report, you need secretarial understanding in addition to typing skill. Taking accurate, inclusive notes of a conference at which quick-thinking men are talking rapidly and to the point requires alert attention, an intelligent knowledge of the vocabulary of the business, and an ability to listen to what is being said at the moment while you are writing down what has been said the moment before, or the gist of it.

Word-for-word court reporting is a vocation in itself. The ordinary conference, trustees' meeting, or business meeting that the secretary may be asked to attend for expert note taking does not require the taking down of every word. It does require the kind of attention that singles out what is important in itself and what sentences do require word-for-word recording. For instance, the exact wording of a vote or an amendment to a motion, or a decision, or a conclusion must be caught in your notebook. This places a responsibility on you, because no one else will be taking notes—the men present, including your employer, have a right to depend on whatever you put in writing as a reliable report. Important procedures in business will depend on your record of their spoken statements. Your typed report may have to go to each member of a committee. It must be a faithful report.

What to record. A typed record may touch on many steps in the business. When a group of directors or an executive committee has a regular meeting, the chairman is prepared to conduct routine business such as they all expect. He may have other matters to lay before the meeting. He may call for reports from various members. And before closing he will ask, "Is there any other business to come before the meeting?"

Your notebook should contain an accurate account of the meeting as a whole and specifically of formal motions, important state-

ments, figures, and in some cases the name of the member presenting an opinion or a plan. Do not hesitate to ask a question of your employer if you miss part of a point. While it is true that you should be able to catch everything, he will not expect you to be infallible. If you look up quickly with an inquiring glance, he may repeat for you or ask to have repeated a motion or a set of figures.

In addition to what you have in your notebook, there are things that you must take away from a meeting, just as you take letters and other data away from a period of ordinary dictation. Be sure that every written report that has been read or every written proposal that has been offered is turned over to you on the spot by the member, so that it can be incorporated into your entire report or be kept in your file of the transactions of this body of men. You will be depended on as the keeper of whatever entered into the procedure.

Your dependability in "carrying through" may come strongly into play after a meeting. During the discussion, as you are now to record it, suggestions may have been made, promises may have been given, plans may have been proposed, questions may have been asked—any or all of which must be attended to by your employer or by some other member, whose preoccupation must not be allowed to neglect his specific obligation. If you are properly interested in the things that have been under discussion, you can hardly refrain from taking whatever steps belong to you to take by way of reminding or of carrying through matters that are now awaiting attention.

How to record. The value of your record may demand any or all of the following:

Clearness, not only for today but for future reference

Simplicity of setup, to help the reader's quick grasp of details

Uniformity of setup. A uniform method of typing the monthly report of a trustees' meeting will establish timesaving habits for you and will make the sequence of these reports consistent in appearance. Sometimes an employer wishes his copy typed on punched paper and entered for ready reference in a loose-leaf notebook with previous similar reports. The setup should consistently show date of meeting, page numbering (together

with the repeating of the date with each new page), the name of the committee or the body meeting, and sometimes the names or the number of those attending.

Enough copies for all purposes, including a file copy. If you are given an office manual you may be instructed, for instance, "Of the Weekly Report ten sets are wanted; of the Monthly Bulletin the original and four copies are desired."

MANUSCRIPT WORK

Preparing the Manuscript

At any time the secretary may have handed to her a rough draft, which is to be copied, then revised by her employer, then recopied until it is in final satisfactory form. Efficient copying of manuscript involves many little skills, which must be used with common sense and good taste. A manuscript may run from one to many pages and often requires two or more carbon copies. It may be copied from a single straightforward rough draft in handwriting, or it may be copied in part from any of the following:

Shorthand notes
Typed copy
Clipping from newspaper or magazine
Printed book
Statistics in rough or finished copy

The secretary must be intelligent about copying a complete manuscript in the sequence indicated, no matter how varied the make-up of the material from which she must do that copying.

In the study of this chapter the word *manuscript* should be thought of in a broad sense to include records, reports, minutes, varied data compiled in orderly form, tabulated information, material for publication, specifications for an architect, lectures by physicians or scientists or businessmen, addresses by politicians. copy for advertising circulars—any matter that must be set in black and white in an orderly sequence of pages. For all these the secretary must be sure that what she types

Makes sense
Appears in good form to the eye
Reads in good English, correctly spelled

Is properly paged and paragraphed
Omits no part of what is to be copied
Is accurate in detail

The copying of manuscript is not dull, straightforward typing. If you ally yourself sincerely with the concerns of your employer, you will find manuscript work lively with interest. A letter may come in asking him to make a campaign speech, or to write an article for a house organ in his line of business. You become aware that he is working on this at home in the evening. Then he brings his rough copy—and it may be very rough, with writing and rewriting between the lines, and arrows pointing to various insertions. He may ask you to copy this roughly in triple space as quickly as possible, with no time taken for erasing errors, so that he can immediately work it over into better form. You may copy several revisions before the final careful copy is ready. By this time you will have become familiar with the material.

Your efficiency in copying manuscript depends greatly on your interest in the pages as a living part of the progress of your employer's business. The secretary who is worthy of the name comes more and more to understand what her employer says, and thinks, and does. Manuscript work should, therefore, not be done mechanically; it should be seen as an integral part of the composite job.

Who should be considered, and how. We shall shortly discuss some of the rules for good manuscript work. But let us first see who should be considered in making copies, and how. A few examples will show you that the secretary has a duty in preparing a given manuscript in the best form for its particular purpose.

If you are copying a speech or a lecture, or any pages that are to be read, consider the speaker. Give him every help that you can for his delivery. He may not have good light for the occasion. Use a fresh, never a faded, ribbon for such work. Double-space, but use narrow margins, so that he will not have to turn pages too frequently. Number the pages with care in the upper right corner and be sure that they are in exact order when he takes them to his meeting.

If you are copying an article to be submitted to a magazine,

consider the editor, the editor's secretary, the copy editor, the typesetter, and the proofreader. That sentence sounds demanding, but behind it lie many elements of good publishing. To begin with, the editor's attention must not be diverted by imperfect typing as to arrangement or by errors of any kind, if your employer's article is to receive a good reading. The name and address of your employer must be written clearly in the upper left corner of the first page, for the convenience of the secretary in handling the manuscript and correspondence. There must be a wide margin, so that if the manuscript is accepted for publication the copy editor can write in directions to the typesetter and indicate any necessary changes. The typesetter will need copy as clean and clear as you can provide. The proofreader who examines the printed results of that typesetting should be saved confusion by your perfect preparation of copy. If proof is sent to your employer, your copy will be returned with it for his reference. Thus it is to your employer's advantage throughout to have you start the copy in expert form.

If you are copying specifications for an architect, subheadings are important, and these should be set off simply but conspicuously. The contractor must have every detail clear to him. Figures and words that are strange to the typist should be copied with absolute accuracy. If the specifications are to be bound at the left edge of the pages, a sufficient left margin should be allowed to prevent words being hidden within the binding. Consider the many who may handle such specifications during the process of building.

If, again, you are copying statistical reports or tabulations of any kind, consideration must be given not only to the accuracy of every figure and detail, for the sake of your employer, but also to the arrangement of the matter for the intelligent study of the readers to whom the information may go.

If you are copying minutes or a report of a meeting, you must consider the exactness of clearly arranged information to be given not only to those who were present, but also to those who may need to know every fact about the meeting and its discussion. Faded carbon copies should never be presented in such work.

From these matters of consideration we see that manuscript

work becomes a personal matter for the secretary; it is not mere swift, accurate copying of words. She gathers what those words mean; she plans her copy for the specific uses it must serve. Typing has become for her a tool with which she really creates something.

Before starting to copy. Before you start typing a manuscript, *be sure that you know what is to be copied and how it is to be done.* When your employer hands you a rough draft, or as soon as possible thereafter, glance with a sharp eye over the pages, making sure of the following points.

Reading the copy. In the quick flow of his ideas, is his handwriting blurred at certain points, so that you may need to ask questions? You should learn to read your employer's most hasty writing, but it does not pay him to have you spend overmuch time trying to puzzle out one word, when he could read it to you in a second.

Understanding the sequence. Is the rough draft complete, and are the sheets in numbered order so that you know how they go? Is the place for inserts clearly understood? If there is writing on the back of any of the pages, is this to be included, and at what point. Wherever the word *Over* appears, is the order of sentences clear?

Knowing the instructions. In setting up your copy, do you know

What title or heading to use
How many copies to make
Whether single or double space is desired
Whether the usual margin is expected
Whether this copy should be dated

These questions you ask of yourself, for after a short time you know the requirements of your employer. Only doubtful questions are to be asked of him.

Efficient procedure in copying. See that you have good light, without a shadow, on both your copy and your typewriter. Have your copy at the right range for your eyes—on an upright copyholder or raised beside the typewriter. Especially if you have a long piece of work, try the following methods, which have been partially suggested earlier in the book.

Handling the paper. Have your manuscript paper and manifold

paper so accessible that your every motion in making each setup of pages is economical. Set these two piles of paper on a table or a desk near at hand, "breaking the back" of each pile in such a way that it will lie with the edges on a slant toward you, to aid your taking off sheets readily with your thumb and forefinger.

Place your first carbon sheet face up on a sheet of manuscript paper; slip a manifold sheet on top of it; then (if required) your second carbon sheet and your second manifold sheet.

Set evenly together the five arranged sheets, laying a narrow folded strip over the end to be inserted in your machine, so that the tops of the five sheets will stay in even alignment, while you roll the set around the roller. Remove the strip and put it near by for your next combined insertion.

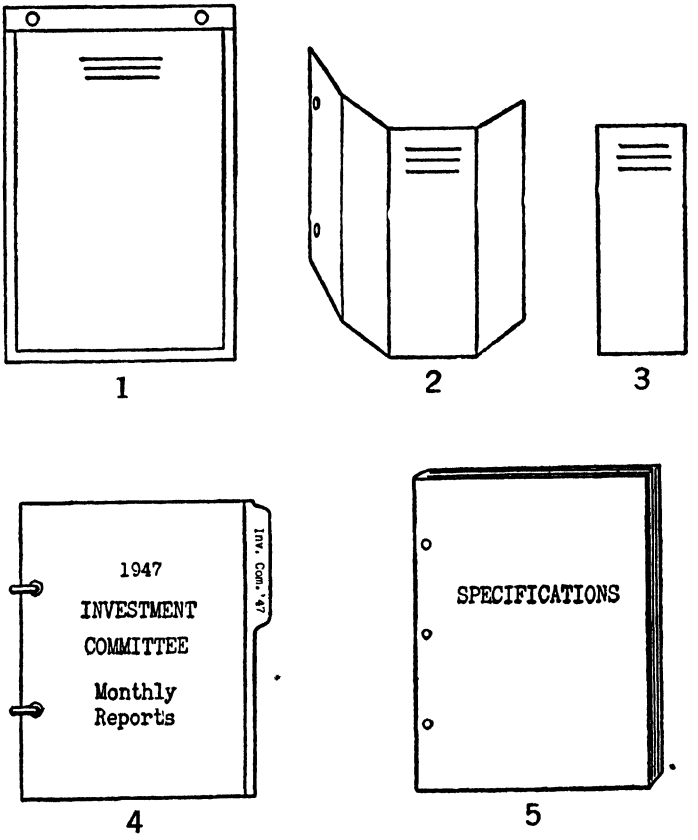
On removing the set of sheets each time, think ahead to two needs at once—preparing your next set of sheets for your machine and having the pages you have copied ready to pick up in order at the end of your work. Remove the top typed page and set it face down near your blank paper, shifting your first carbon paper face up again. With a single process you can do this with each set as it goes into and comes away from the machine. At the close of your work, turn your copied pages right side up and they will read in numeric order.

Unless otherwise instructed, take to your employer's desk the main copy, together with his rough draft, and keep the carbon copies of each page together, so that any corrections made by your employer can be readily transferred to them.

When the copy has been approved by your employer, make any corrections indicated on all the carbon copies. Now lay the copies of page 1 face down in a row along your desk or table. Follow these with page 2, until your copies are complete. If you begin at the same end of the row each time, the "print" of each set will be of uniform blackness.

Either before or after the papers are arranged numerically, packs may be laid alternately crosswise, to prevent the sheets becoming mixed. For a run of many pages which must be kept together, a clip may be used in the upper left corner. Manuscripts should be submitted without any clip and not folded.

Pages of a legal document, a report, minutes, specifications, or other data that will have to be handled are often protected by a



Typed documents in durable covers with contents indicated. (1) Three-page lease held in protective blue cover by roundheaded fasteners. (2) Same document folded in three creases. (3) Same document ready to be filed or mailed. (4) Cumulative series of monthly reports on punched paper held by rings in a manila folder; the tab makes filing convenient. (5) Specifications from the office of a contractor bound to withstand use.

cover of a more or less formal sort, according to need. On this page are pictured various such covers. Any hand printing or typing on these must be concise, clear, and well centered. A light pencil line should be ruled in as a guide to hand printing, and later erased. In some cases it is better to type a gummed label to indicate the

contents. Note that on the cover of the legal document as shown the typing is placed so that it will be readily visible when the document is folded.

Handling the rough draft. While you are copying, turn the sheets of the rough draft so that the set of pages will be in their right order when the copying is finished.

After rough draft of data of any kind has been copied, the original draft should be kept until the copy itself has been approved, and sometimes, for reference, beyond that time.

Watching the copying. If you look from your copy to your typewriter to make immediate check of the spelling of some difficult word, *be sure to return your eyes to the exact point of copying.* Special care must be taken when the same word recurs on a page —if the eye returns to the second appearance of this word, all between the two appearances will, of course, be omitted by mistake.

When you have made an insert, be sure that your eye goes back to the correct point of copying. You must keep alert to be certain of making complete copy in correct sequence of material as indicated by arrows and other marks made by your employer.

Read over what you have typed before removing it from the machine, and make corrections, if necessary.

When you start a fresh sheet of typing, be sure that you do not repeat or omit words. Start at the exact point left at the foot of the previous page. A colored check mark on your rough draft aids the eye for this purpose.

Typing in good form. Number the sheets with care in the upper right corner in a uniform position throughout the manuscript, in alignment with the right margin of typing. This location, rather than the center of the page, conforms with page numbering in books and allows the original and the carbon copies to be arranged, handled, and referred to more readily. It is true that the first sheet may look more attractive without its number; for convenience in handling, however, the date and number may well be set on page 1. The name and address of your employer are added at the upper left corner of page 1, if he is submitting his manuscript for publication. Practical details of this kind do not mar typing if they are set in pleasing alignment with the body of typing on the page.

The capitalized title should be centered, 2″ to 5″ from the top of the page, according to the purpose of the manuscript.

One inch of space may be uniformly left at the top and the bottom of each sheet after the first.

At the end of the copy or the end of a chapter, center three numeral signs, thus:

###

Making Corrections—Proofreading

In the chapter called "Right the First Time," we caught the spirit of making actual corrections in typing—a task that often tests the patience and ingenuity of the secretary. In this chapter we are concerned with a different kind of correcting—the correcting that indicates changes on typed manuscript and on printer's proofs. Often there are phrases, sentences, or paragraphs that an employer wishes to have changed, added, or substituted, and these alterations must be made clear for the eye of the editor or the printer, or for you as the typist. If you work with a man who writes what is called "copy" for advertising, for circularizing, for a house organ, for a publication of any kind, you may have to handle proof, in addition to handling what is sometimes referred to as "straightaway" typing. If you do, the commonly used proofreaders' marks must be carefully studied; these are found at the back of the ordinary desk dictionary and in books about printing and manuscript preparation and handling. If your position demands frequent use of these marks, copy them on a sheet of paper for ready reference. Only the marks that are essential to ordinary secretarial duties will be discussed here. Professional proofreading is a skill in itself and demands specialized knowledge.

For the average secretarial work the ways of indicating changes in rough draft, typed matter, or printed matter can be grouped as follows:

1. Omit matter.
2. Do not omit matter.
3. Leave more space or less space.
4. Change or add punctuation.
5. Change paragraphing.

6. Use different type.
7. Change capitalization.
8. Change the place of a letter, word, phrase, sentence, paragraph, or page that has already been typed or printed.
9. Add, insert, or substitute a letter, word, phrase, sentence, paragraph, or page that has not already been typed or printed.

We shall look into these from the mechanical point of view of skill in making good copy, by means of pen, pencil, or typewriter. Do not lose sight of the fact, however, that all such work is not of itself mechanical. Its interest lies in the fact that the secretary must make it right for its particular purpose. On her rests the responsibility of detecting errors overlooked by her employer and of carrying out directions on his copy attentively and intelligently.

In your study of the following nine points, notice the numerous practical ways of indicating corrections of many kinds in typewritten copy; typing does not have to be "clean" from start to finish, as long as it is legible and intelligible to the reader or the typesetter. Before studying these points, you should become familiar with two rules which are followed in correcting proof and which may be used in correcting rough typewritten copy when changes would be made clear by their use: Indicate the place for the correction on the typewritten copy by a caret (∧) and show the correction itself in the margin followed by an oblique line (/). If there are two or more corrections in one line, they may be indicated in the margin in the proper order, set apart by a series of oblique lines. Notice in the following pages where this method has seemed advisable and where the corrections are clear enough without being indicated in the margin.

1. Omit matter. *To delete* or *to make a deletion* are the phrases used by printers for canceling words that have already been set in type. Whatever is to be deleted is to be removed or omitted. The printer's sign, which many employers use to indicate deletions on their own copy, is written somewhat like the letter d: ℓ. It is used in the margin of proof to show that a letter, word, or paragraph is to be omitted, and the omission is underscored or struck through in the printing itself. In the preparation of copy, the methods shown in the examples in this section are familiar to the typist.

A single word or a few words may be deleted or struck out,

either on the typewriter or by hand. If the paper is in the machine, or can readily be inserted in the machine, the use of the small *x* continuously through the deleted words is common practice, because this obliterates the words thoroughly.

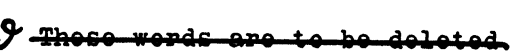
These words are to be deleted.

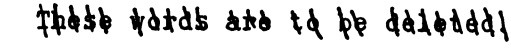


Notice that an *x* is struck over the period when it is to be deleted.

In certain kinds of copy, these minor deletions may be indicated by hand by a horizontal line or a series of downward strokes, for example,

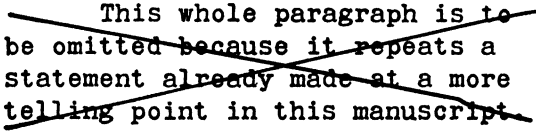
These words are to be deleted.

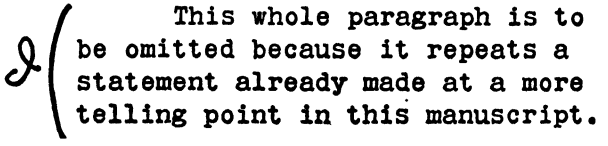




A paragraph or other long passage may be deleted by two crossing oblique strokes, or a bracket may be used beside the section, with the delete sign placed in the margin, as illustrated here.

This whole paragraph is to be omitted because it repeats a statement already made at a more telling point in this manuscript.





To page 6; pp. 4 and 5 omitted

This is typical of the demand that the secretary put things clearly, not only for herself but also for the other person.

2. Do not omit matter. If matter is to be kept, the word *stet* is used to mean "do not omit" or "let stand as it is." When a letter, word, or line has been struck out or deleted by mistake, or when the writer decides after all to retain words that have been crossed out, the word *stet* is written in the margin and a row of dots is placed exactly under the words that are to be kept as first written. The three examples below show the original copy, copy with deletion indicated, and deletion withdrawn for the copy to read as at first.

These words seemed unnecessary
but I have decided to keep them.

~~These words seemed unnecessary~~
~~but I have decided to keep them.~~

stet / ~~These words seemed unnecessary~~
~~but I have decided to keep them.~~

3. Leave more space or less space. In the following five sets of illustrations the space mark (#) is shown, calling for space, or the close-up mark (made up of one or two horizontal or vertical curving lines), calling for less space. Each set shows the incorrect typing, the correction indicated, and the correct retyping.

Put a space between thesewords.
#/ Put a space between these words.
Put a space between these words.

Space between sentences.This is typed.
#/ Space between sentences. This is typed.
Space between sentences. This is typed.

This matter should have been typed double-space instead of single-space. This fact can now be indicated by using (>) and the proofreader's space mark (#).

>
>
>
>
This matter should have been typed double-space instead of single-space. This fact can now be indicated by using (>) and the proofreader's space mark (#).

This matter should have been typed double-space instead of single-space. This fact can now be indicated by using (>) and the proofreader's space mark (#).

This matter should have been typed single-space instead of double-space. This fact can now be indicated by using the proofreader's close-up mark (( ).

(
(
(
(
This matter should have been typed single-space instead of double-space. This fact can now be indicated by using the proofreader's close-up mark (( ).

This matter should have been typed single-space instead of double-space. This fact can now be indicated by using the proofreader's close-up mark (( ).

Do not space within this wo rd.

⊂/ Do not space within this wo⁀rd.

Do not space within this word.

4. Change or add punctuation. Whenever you mark corrections of punctuation, or make copy of matter in which changes in punctuation have been indicated, be sure that the result reads correctly as a whole. Study the following examples with care, noticing just how the corrective marks are made.

The *comma* is shown here omitted in typing, with correction indicated, and correctly retyped.

This, however is larger.

⁀, This, however, is larger.

This, however, is larger.

The *apostrophe* is shown below omitted in typing, with correction indicated (compare with indication for the comma), and correctly retyped.

One girls hat was blue.

⁀' One girls hat was blue.

One girl's hat was blue.

Quotation marks may be indicated and carried through as follows:

She said, I have learned it.

⁀"/⁀" She said, I have learned it.

She said, "I have learned it."

The *colon* and the *semicolon* are called for and typed in as follows:

Consider two classes Freshman and Senior.

:/ Consider two classes Freshman and Senior.

Consider two classes: Freshman and Senior.

This is one idea that is quite another.

;/ This is one idea that is quite another.

This is one idea; that is quite another.

The *period* is called for twice in the example below. Note that a ring run around a comma or any other mark of punctuation indicates that a period should be put in its place.

He is through Now I shall begin,

⊙/#/⊙ He is through Now I shall begin⊙

He is through. Now I shall begin.

The *hyphen* and the *dash* are indicated, respectively, by an equals sign and a dash; they are typed as a hyphen and a double hyphen.

She is wellknown and why?

=/—/ She is wellknown and why?

She is well-known--and why?

5. Change paragraphing. The two examples below show retyping because a paragraph is called for, and retyping that runs on without a paragraph. When a correction is needed to show that a paragraph at the foot of a page is to become one with the paragraph at the top of the next page, the direction may be given to *run on.*

Nothing more can be said on
that subject. Next on the
program will be a speaker....

¶/ Nothing more can be said on
that subject. Next on the
program will be a speaker....

Nothing more can be said on
that subject.

Next on the program will
be a speaker....

At first she said she would go.

Then she said she wouldn't.

No ¶ At first she said she would go.
Then she said she wouldn't.

At first she said she would go. Then she said she wouldn't.

6. Use different type. To indicate to a printer that a word is to be set in *italics,* underscore the word; to indicate **boldface** type, underscore with a wavy line. The two lines repeated below show, first, typewritten copy marked for the typesetter and, second, the copy correctly printed.

The word italics should be set in italics;

the word boldface should be in boldface.

The word *italics* should be set in italics;
the word **boldface** should be in boldface.

In typewriting, when you have by mistake underscored a word as to be set in italics, you can indicate the more common roman type by crossing out your underscoring, so that the printer will ignore it. The following example shows how this is carried through.

This is twice as large.

This is twice as large.

This is twice as large.

7. Change capitalization. The abbreviation *l.c.* ("lower case") calls for a small letter; a capital ("upper case") is called for by the abbreviation *cap.* (plural, *caps.*), or *u.c.* A small capital (called for by the abbreviation *s.c.* or *sm. cap.;* plural, *sm. caps.*) is a letter of the same form as the capital but about two-thirds the size. Underscoring with three lines calls for a capital, and with

two lines calls for a small capital. A word printed entirely in small capitals is said to be in *even small capitals.* The process of bringing about corrected printing by use of these various markings is shown in the four illustrations below.

This is the Kind.
l.c./ This is the Kind.
This is the kind.

This is the kind.
caps./ This is the kind.
This is THE kind.

This is the kind.
caps. + s.c./ This is the kind.
This is THE kind.

This is the kind.
even s.c./ This is the kind.
This is THE kind.

8. Change the place of a letter, word, phrase, sentence, paragraph, or page that has already been typed or printed. For indication of transposition, the pen may be used with a line and the abbreviation *tr.* The change must be perfectly clear to the reader or the typesetter. The five examples below illustrate the call for transposition of a word, a letter, several words in the same line and in different lines, and a sentence. When the position of a paragraph or a page is changed within a manuscript, make clear by arrows and by page numbers what the change is—*what* is being changed and *where* it is now to be read.

This is the way best to show a change.
tr./ This is the way best to show a change.
This is the best way to show a change.

This is the way to show a change in ordre.

tr. / This is the way to show a change in ordre

This is the way to show a change in order.

I like this because it is blue better than that.

I like this because it is blue better than that.

I like this better than that because it is blue.

I like the fur collar, but I like this because it is blue better than that.

I like the fur collar, but I like this because it is blue better than that.

I like the fur collar, but I like this better than that because it is blue.

Iceberg lettuce is fifteen cents a head now. That makes a difference of five cents. Hothouse lettuce is only ten cents.

Iceberg lettuce is fifteen cents a head now. That makes a difference of five cents. Hothouse lettuce is only ten cents.

Iceberg lettuce is fifteen cents a head now. Hothouse lettuce is only ten cents. That makes a difference of five cents.

9. Add, insert, or substitute a letter, word, phrase, sentence, paragraph, or page that has not already been typed or printed. In the following example, note the use of the caret as inserted by hand and again as done on the machine to mark the position of an interlineation. If there is no type for the caret on a given typewriter, the underscore and oblique line may be combined as seen in line 3 on the next page.

This is the best to insert a word.
way
This is the best to insert a word.
way
This is the best to insert a word.
way
This is the best to insert a word.

An addition may be made in the margin, with an arrowed line pointing to its place of insertion; this is especially useful with single-spaced typing, as shown below:

personal We have often said that the traits of a girl in an office are of supreme interest to the employer.

Or, if double spacing is used, what is known as an "interlineation" is useful.

The girl who can merely type has only a partial skill at which will serve her as a good copyist hand, but will not make her into a typist or secretary in the finest sense of those words.

A brief addition or correction may be typed like a footnote, with an asterisk or a figure. At the foot of the page a typed addition referred to by a figure might read as follows:

Insert 2: This may be said also about recommendations for a desirable secretarial position.

An additional paragraph may be copied and firmly pasted or stapled at the edge of the sheet, with clear indication as to where it belongs. Such inserts are usually lettered *A, B, C,* and so on, and the letter is marked at the point of insertion. As a rule, however, only full-size sheets should be used, because small inserts have a tendency to become detached.

When one or more pages are to be inserted, the page numbers must be clearly indicated. Not only this; if more than one page is inserted, each page in the group, except the last one, must show that there is another insertion to follow before return to the regu-

larly numbered pages. If four pages are to be inserted between pages 23 and 24, they should be numbered 23a, 23b, 23c, 23d; and after the first three of these page numbers there must be an indication that another inserted page follows in sequence. The designations in the upper right-hand corners of the four pages would be, respectively:

23a	23b	23c	23d
foll. by 23b	foll. by 23c	foll. by 23d	

The fact that page 23d indicates no inserted page to follow means that the next page in sequence is 24.

Summary. In considering the theme of this part of the book, "The Value of Words and Figures," we have in this chapter seen the emphasis thrown on the necessity of having those words and figures in writing. Exact words cannot always be recalled. When quoting from memory, you may have to guard yourself by saying, "Mr. Dodge *said in effect* thus and so." This avoids misquoting, but requires a faithful recollection of the intent of Mr. Dodge's words. Writing puts statements into form for perfect recalling. That is why an employer will ask, "What did Mr. Blake *say* about prices in that last letter?" when Mr. Blake really did his "saying" only through written words.

As you become acquainted with the business that you are in, you will foresee the wisdom of having this or that step in writing. You will become so writing-minded that it will be natural for you to sense the necessity of such queries as

Why is it important that this discussion, or telephone message, or conversation, or remark, or set of data, or instruction, be put in writing?
What may happen if I fail to put this in writing?
What would have happened if this matter had not been put in writing?
Why was it necessary to put it in writing immediately?
What if this agreement had not been put in writing over a signature?

For purposes of active present use and of filing for future use you will appreciate the worth of responding readily yourself, and of remembering to ask others to respond, to that everyday question of the business world: *Will you please put it in writing?*

CHAPTER NINETEEN

CONSIDERATION FOR THE READER

Three needs: clearness, comprehensiveness, exactness. The three principles of clearness, comprehensiveness, and exactness should become a natural part of original work, as you apply them in one or another way to differing kinds of correspondence, such as the following instances:

1. Letters of inquiry require prompt and courteous answers—answers that are clear, that cover every point and are accurate in each detail.
2. Acknowledgments of orders or remittances or written work of any kind must be clear, inclusive, and accurate.
3. Letters making inquiry must be written clearly, must cover every possible question the first time, and must be accurate in detail.
4. Letters giving or receiving orders must be clear, must cover every necessary point as to price, date of delivery, amount and kind of goods, and terms of payment. Financial proposals of any kind must allow no possible mistake or omission that might lead to a faulty or delayed transaction. The good will of both parties depends on the perfection of every detail.
5. Letters enclosing remittances should make the amount and the form and the purpose of each remittance clear, covering every point with accurate detail.
6. Letters confirming telegrams, cablegrams, and telephone conversations require perfect accuracy and sometimes elaboration to make sure that all points are mutually understood. Such letters are always the responsibility of the secretary as a matter of conscientious routine, whether or not specific instructions are given by the employer.

Answering letters without dictation. A private secretary who has worked with an employer for a long time becomes responsible for

handling a part of his correspondence without specific direction. She sends off replies independent of his knowledge; she prepares letters for his signature without his dictation. The beginner in an office is not expected to do this, but she is under obligation to watch the letters that are dictated to her, in preparation for the time when her employer needs to depend on her for independent work.

The secretary must never cease to be a student of good letter writing. She must constantly be learning by watching well-written incoming letters and by watching the style that her employer finds suitable for his own correspondence. When she is asked to reply to a letter, her phrasing should not sound as if she were putting together sentences that she had committed to memory from a book on business correspondence. By use of her imagination and her common sense she should be able to write directly on her typewriter a letter that conveys the same impression as similar letters dictated by her employer. There are three ways of assisting a man with his correspondence, all of which demand alert and thoughtful procedure. They are

Transcribing dictation with word-for-word care
Writing letters in full from brief directions
Using judgment in carrying through correspondence, when necessary, without directions

Notice that each one of the three requires a knowledge of what is to be said and how it is to be said. The first principle of good letter writing demands that the writer understand the purpose of the letter. What do you want that particular reader to gather from your letter? What are you calling to his attention while he is reading? And the second principle demands that the writer understand how to attract the reader's attention in the most telling way. Good writing on behalf of your employer will show correct grammar, appropriate vocabulary, and sensible paragraphing. Your expression of the necessary ideas should be simple, brief, clear, and courteous. What is called a "ready vocabulary" is worth cultivating, so that you will have immediate command of the right words.

Responsibility of original work. On the edge or at the top of a letter, an employer may write any one of these:

Yes
Tell him No
Tell him Maybe
Can't make appt. this month
How many does he want?
Is price quoted f.o.b.?
Get Mr. Quincy to dictate answer
How long will it take for delivery?
Suggest looking at apartment on Dover Road
Will keep him in mind
Not what we need now
#11 [meaning Office Form Letter no. 11]

Each one of these notations disposes of the matter in hand as far as the employer is concerned. The secretary proves herself alert by her ability to take the next step on his behalf. In doing this she is "carrying through."

Routine office correspondence includes form letters and form paragraphs that are worked into original letters. The successful businessman knows how to vary his wording so that the same idea is grasped by two different minds. The successful secretary watches his technique. In letter writing, over the telephone, and over the counter, she chooses her words and frames her ideas according to the person she is addressing. This requires the secretarial trait of understanding people—a trait that cannot be separated from the letter writing that is handed over with brief instructions or no instructions.

While you are getting out letters to Mr. Culver, the president of a large company, you must gather what kind of man Mr. Culver is. This will enable you to know how to write to Mr. Culver when your employer hands you a letter from him with instructions to "tell him" this or that. The way to test your letter to Mr. Culver is to ask yourself, not Is this letter clear? but Will it be clear to Mr. Culver? The question is not, Is this letter brief enough as letters on such matters go? but, How brief can I make this letter to carry the meaning in the best way to Mr. Culver? Can I cut out some superfluous words? Or should I add another sentence to that last paragraph, so that Mr. Culver will understand the statement? Again, the question is not, Am I using the best words in the best construction for a well-written letter on this subject? but, Am I

using the right words in the right construction to get the most understanding response from this particular man, Mr. Culver? The over-all question is, Does this letter reflect the general policies and practices of the company as applied to this case? The study of both present and past correspondence will help you to answer this.

Gradually your employer may feel that he can trust you to compose

Letters or memorandums that he wishes to see and sign himself
Letters that you are authorized to sign with his name with your initial beneath, or letters that you sign as his secretary, none of which he expects to see before they go into the mail

Display talks. Businessmen and businesswomen are busy persons. Whenever an item of information can be phrased concisely in five words instead of ten or twenty-five, the reader is helped to think quickly.

Printed or typed "display" offers a common method of helping the reader to think clearly. In your office you may have to type copy for advertising circulars, for forcefully displayed advertising letters, and for newspaper or magazine advertisements. Making faithful copies of such matter is a responsible duty; the exactness of your copy is essential because there must be no omission, no error leading to misrepresentation, no misspelling, no mistake in figures.

If you have taken a course in typing, you know the important elements of typewritten display, which include

Capitalizing, sometimes with spacing between the letters
Centering
Using headings and subheadings
Numbering or lettering points
Indication of color
Underlining
Indenting, including hanging indention and indention to set off quoted matter
Single spacing in contrast to double spacing and vice versa
Ruling
Using either long or short rows of asterisks or hyphens to show divisions

There is an art in copying varied material arranged in varied ways. Did you ever stop to think that those practice pages in a typewriting textbook grew from the thoughtful study of some mind? Methodically arranged material does not come ready-made. Its orderliness implies thinking and assembling on the part of some wide-awake person.

The intelligent use of the possibilities of the typewriter marks the skill of the secretary as beyond that of the mechanical typist. Here before her is something to be typed from shorthand, a dictating machine record, or rough draft—or, perhaps, direct from her own brain. Is there some one aspect of this letter or report that should be made to stand out so as to help the reader to think?

Sometimes the employer indicates that he desires to have certain display devices used to make points clear to the eye and so to the mind of the reader. Such instructions must be followed through with understanding on your part. Sometimes it will be left to your own cleverness to notice that special display is advisable for the sake of clearness. These uses of typing skill often require less of the reader's time but more of the secretary's. It takes consideration to be concise. Quick decisions as to form must be made. The secretary must not give herself over to fancy arrangements merely for the sake of appearance.

Catching attention through the eye. Catching the eye of the reader means catching his attention. For the general run of work the usual forms of typing are adequate. Clear, forceful expression may be relied on to engage interest. For purposes of emphasis or of contrast, display, tabulation, and the graph are used. At times a single word or a few words catch the eye. For instance, in a letter to be duplicated for many members of an organization it may be necessary to point out the special significance of what might otherwise be skimmed over or given only cursory consideration. For such purposes, the following words are useful:

IMPORTANT
IMPORTANT NOTICE
SPECIAL NOTE
YOUR SPECIAL ATTENTION IS CALLED . . . .

Imperative words that may be suitable here, however, may not be suitable in writing to a customer, whose attention must be claimed in some less obvious way.

Correct paragraphing that reflects clear thinking sometimes lends itself to numbering. An outline or a synopsis may lay the skeleton of a plan clearly before a reader. Each of these devices is like a mirror to the thoughts of the writer. The mirror reflects, point for point, what is before it. Writing should reflect, point for point, what the writer wishes his reader to see. For instance, instead of writing in a letter,

```
The latest address we have is Mr. A. B. Anthony,
571 Cross Street, Tucson 5, Arizona.
```

think of your reader and block this to read:

```
The latest address we have is

        Mr. A. B. Anthony
        571 Cross Street
        Tucson 5, Arizona
```

Or in a memorandum state:

```
I gave the keys to three houses to Mr. Anderson
today, as he has prospective buyers:

    1. 57 Dale St., Brighton
    2. 1079 Commonwealth Avenue, Avon
    3. Suite A, The Tower Apartments
```

By the simple expedient of centering or numbering, or both, the secretary may bring out the very pith of the dictation. The direct tabulation of a few lines "displays" the thought. The secretary should know how to present facts in tabular form of this kind, as well as how to type tables.

Tabulation makes clear. When words and figures are set in orderly arrangement in columns, facts are shown in their relation to one another. You should be able to set out facts clearly, simply, and correctly when some idea is best carried to the mind by a tabulation of them. This takes on your part (1) accurate typing and (2) understanding of the ideas or facts typed.

Thus tabulation, which is a matter of careful, but mechanical, work in a typing course, becomes a living part of secretarial experience. The secretary increasingly outgrows mere copying and turns her attention to the questions: What is it about? What does it mean? She watches for the significance of what she is doing. She is in full possession of skill in typing, including the use of the

tabulating mechanism of her machine. In her daily work in an office she can, therefore, concentrate on the ideas that her skill can set before one, or perhaps many, readers.

Tabulation arranges similar facts in a similar way. Well-worded column headings guide the reader to consideration of those facts in their relation to one another and as a whole. In the matter of planning errands, for example, you may have to shop at three stores for groceries, fruit, and dry goods. You may make a random list as items come to mind, or you may set those items in related groups, with headings running down the paper:

RANDOM LIST	TABULATED LIST	
Coffee	Anderson's	Coffee
Shoes		Butter
Oranges		Cream
Hat	Flagg's	Oranges
Butter		Apples
Apples		Plums
Scarf	Hayes's	Shoes
Cream		Hat
Suit		Scarf
Plums		Suit

Note that it takes a little longer to think out the second list, but that it saves time when you are shopping or when you are considering whether there should be additions to the list. In other words, you are the reader, and you have helped the reader to think.

Insurance offices and contractors depend on words and figures, rather than on things themselves, to further their businesses. With studied care concerns write out comparative tables, descriptive lists, painstakingly constructed bids, and statements of financial standing or of successful work that they have accomplished. Words plus figures make up persuasive evidence. It is through the reader's eyes that these facts take their course to his brain. If they are set forth with directness, clarity, and (always) honesty, these word-and-figure combinations are so many agents for your business. They persuade, just as a suit displayed in a store window with its appealing price card draws you in to look and then to do business

with the store. They give information such as might be listed in a seed catalog that uses the following skeleton for tabulation. Notice the nature of the entries in each specific column.

Order no.	Name of flower	Colors	Time for planting	Time of blooming	Price of seed per pkg.
Figures	Classification	Descriptive words	Dates	Dates	Figures

The principle of tabulation may be shown as simply as this. A salesman might report to his supervisor in diary form that he saw 17 customers on Tuesday, January 5, covering 78 miles to reach them, and that on Wednesday he saw 15 customers, traveling 94 miles in all. Or by tabulation he may state these facts so that his report appeals to the eye of his supervisor.

Date	Mileage	Customers
January 5	78	17
6	94	15

What has been gained over the run-in, diary method? The figures stand out clearly and quickly for the salesman and for the information of his superior officer. Once the columns are set up on the typewriter, less time is taken in typing in the bare details. The following secrets of the many printed setups for records and reports and statements are shown in the above example:

Time is saved in making the record.
The object is more clearly served because
  Items of a kind have been tied together in the simplest possible way,
  More of the related facts of the report may be caught at a glance without the confusion of unnecessary words or repetition, and, therefore,
  The supervisor's mind *is helped to think* about what his salesman is accomplishing.

In tabulation, as in straight correspondence, the point of view of the reader is taken into consideration. Remember that whoever reads your statements may be wholly ignorant of the facts you

are setting out and of their relation to one another. The headings of columns must be

Brief, but always inclusive and clear
Phrased in the same general manner, so that the mind does not have to jump about to decipher their meaning
Set in the best order for quick reading

In setting up headings for columns, it pays to type your headings roughly on scrap paper, to see what the width of each will be and whether the width of any warrants division into more than one line. Then take a swift view as to order. The order of your headings may make considerable difference in the clarity and effect of your tabulation. The headings may run across the page or, under some circumstances, down the left margin. There is usually a cumulative emphasis as the reader's attention follows across the columns from left to right. There is also often an important point for the attention at the foot of a tabulation, where totals and conclusions gain force from what has been columned above them. What are you leading to? The answer to that question should be your guide in deciding how to lead the attention over the entire page.

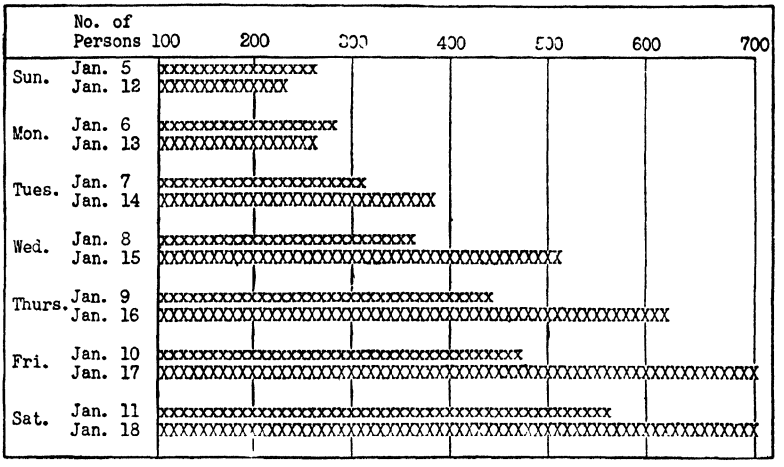
Verification of figures or facts may depend on you. For accuracy and to avoid omissions, use some mechanical device to follow down your rough draft. A line spacer that holds copy before you is a valuable piece of equipment. If the office does not afford one, use a card or ruler or heavy strip of paper and follow down carefully line by line. Difficult work must be read over while it is in the machine. If you can borrow someone to read over intricate work with you, the result will be that much more assured, even though the work itself is dependent on you.

Graphs tell their own story. The secretary is expected to understand the principle of the graph and its way of telling a story swiftly and clearly to the reader. Block graphs may be made on the typewriter by use of clearly contrasting symbols, such as the small *x* and the large *X*. Such a graph is shown on page 403.

Graph paper blocked off in small squares of five or of ten inner squares may have one or more lines drawn on it in such a way as to give information to the man who is in too much of a hurry to consider an involved tabulation or who needs to have certain

related facts brought out clearly. Linear graphs may be made by hand by use of

Solid line: _____
Dash line: ----------
Dotted line .....
Colored ink or pencil line



Block graph made on the typewriter. This "graphically" compares the evening audiences at a small motion-picture theater during two consecutive weeks. The small *x* represents the attendance on the dates of the week beginning January 5; the large *X* represents the attendance on the dates of the week beginning January 12. Note that this brings out the marked increase in attendance during the second week, indicating which program proved to be the greater attraction.

Graphs may be used to show relative sales, gross or net profits, production, expenses for a single purpose. A square may stand for quantity of time or money or anything else, provided that the graph maker holds consistently to the scale she establishes. Whenever you are asked to make a graph from data in hand, or to keep a cumulative graph through the weeks or months, to which your employer may at any time refer, be sure that you understand what is to be told by that graph. The secretary must not make a graph mechanically; the details she is setting forth must be clear to her. It will then be for her employer or the reader of that graph to draw deductions from the factors accurately and, as we say, *graphi-*

cally, displayed. Following are the points of particular concern to the work itself.

1. What facts is the graph to tell?
2. Which factors should read horizontally? Which vertically?
3. What caption shall I use to help carry the point to the reader?
4. How shall I show what the different kinds of lines or colors stand for?
5. Before drawing the curve of the graph, have I checked the marked points for their absolute accuracy?

Work of this kind requires the trait of imagination, so desired by employers. Hard facts of business need not be handled in a commonplace way. To give them full force with relation to one another, facts must be handled in an imaginative way. The person who would learn to outline graphs successfully must have both accuracy and imagination at her command.

Summary. The secretary understands the worth of words and figures and she understands still further how to combine words and figures effectively through the medium of forceful sentences, swift phrases, clear outline form, intelligible display, orderly tabulation, or telling graph. If the secretary herself clearly sees the point of the method the employer chooses for setting forth a given set of facts, they may both feel assurance that her transcription will carry over the point to the reader.

CHAPTER TWENTY

ACCOUNTS MUST BE CORRECT

Handling money with accuracy and honesty. Handling the money of other people is a responsibility. When a secretary signs a receipt stating that she has received on behalf of her employer $2.50 or $25.00, she must be sure that she has received that amount. If she makes a payment for her employer, she must be sure that she is giving the right amount of cash or making out the check properly. No amount of money is so small that it does not need to be accounted for when it is being spent or received for someone else.

A business is operated to make money honestly. Not only does the secretary watch conscientiously the straightforward course of her work as it is affected by or affects the business; she watches scrupulously those seemingly little dishonesties which can otherwise become unnoticed habits. From the start of her career it pays her to watch her inclinations toward taking for personal use slight amounts of time, supplies, postage, coin. In many large offices the supervised system helps to guard the secretaries against such yielding. In many positions, however, the secretary is given a freer hand, and because of that she must be dependable. It will help your reliability if you measure certain tendencies from time to time.

Stealing time. Have I a tendency to arrive a little late and to leave a little early, whenever I can? Do I try to begin my noon hour a few minutes ahead of time and to extend it a few minutes beyond time? Do I spend unnecessary time in the dressing room arranging my hair and otherwise taking care of my appearance? Do I waste my own time and that of others by talking at our desks or in the hallways or dressing room about matters not relevant to business? Do I take time to write personal letters during office hours? Do I take time to read the newspaper when my employer or supervisor has not come into the office?

Appropriating supplies. Little by little do I take home for my personal use office paper, envelopes, pencils, carbon paper, clips,

and so forth? Do I ever use office postage for my own personal letters? If I do this once in a great while in an emergency, do I make a note that absolutely ensures my repaying?

"Borrowing" money. Do I make it a practice *never* to "borrow" cash from the money that I handle for my employer? Or do I



Checks are cashed by the secretary. She may be asked also to handle her employer's expense account or to do his personal banking. Such duties require a knowledge of figures and accuracy in using them.

sometimes find that I haven't quite enough to pay for my lunch and decide to "borrow" and pay back tomorrow or the next day? How can I be sure that I shall remember this obligation?

Incoming and outgoing money. In large concerns, money and checks for incoming and outgoing payments are seldom handled by the secretary. A check may come through from the accounting department for her to enclose in a specific letter dictated by her employer. Her pay check may come through from the treasurer or the cashier. But in a small concern the secretary is prepared to

touch upon a wide variety of duties, including the making out of checks for her employer to sign—for the business and even for his own personal checking account. She may have to keep the checkbook, make deposits in the bank, and reconcile the statements from the bank with her record in the checkbook. In handling either the receipt or the payment of money, whether in cash or in checks, the secretary should recognize that a full record must be made in writing.

You may be required to keep an account of bills paid to your employer and bills still payable or outstanding. You make out the bill, watch for its payment, perhaps follow it up with a duplicate bill, and make record of its payment. Always you must be able to check your account in such a way as to show that you have on hand, or have deposited in the bank, the amount recorded as received. When you give a receipt for incoming cash, count that cash to the penny. When you give a receipt for an incoming check, look over that check for each necessary detail. Keep cash and checks with care for deposit in the bank.

There is nothing casual or haphazard about the money end of business—making money is the object of business. That is why employers find so essential in a secretary the traits of honesty, attention, accuracy, dependability. Your accounts must come out right.

Accounting for petty cash. The secretary may be entrusted with a certain amount of cash, which she keeps in a cashbox for minor office expenditures. In a small office it saves trouble for the employer to allow five or ten dollars, as needed, with the expectation that strict account of the use of this cash will be kept. This money covers irregular needs, such as the insurance on packages, air mail postage, postage due on incoming mail, the expense of having a key made or of purchasing minor supplies, such as a ruler. The date and amount of receipts for petty cash and the date and amount and purpose of expenditures must be recorded with immediate and punctilious care.

A secretary keeps such an account in a small cashbook with two columns—one for what is received and one for what is paid. She makes her entries in ink. Each week she "balances" her account, to be sure that she has as much "cash on hand" as her ac-

count shows. And if her money is low, she gets reimbursement for the cashbox.

To "balance" a petty cash account, first add the two columns, *Received* and *Paid,* as shown below. Then count the cash you have on hand and add that to the total of the *Paid* column. This sum should agree with the total of the *Received* column. If the figures are not alike, you have probably either failed to enter an item or made a mistake in arithmetic. To "reimburse" the petty cashbox, make a classified list of the items for which you have paid; then make a request for cash or a check equal to this amount. You should balance your petty cashbox at least once a week, using pencil totals until it is time for reimbursement. The frequency with which you do this depends upon the money in your box and upon the calls for that money.

The sample account given here represents one that Miss Lindsay, a secretary in a small office, might keep for incidentals. She has received **$5.00** and has found it wise to ask for reimbursement when she has less than **$1.00** in cash.

Date	*Item*	*Recd.*	*Pd.*	
1947				
Jan. 2	Check #4563	$5.00		
3	Parcel post		$ .37	
5	3¢ stamps		3.00	
	Clasp envelopes		.50	
6	Ruler		.15	
	Paper cups		.20	
	Postage due		.06	
	Totals	$5.00	$4.28	
	To balance		.72	cash on hand
			$5.00	O.K.
Jan. 9	Cash on hand	$ .72		
9	Check #4574	4.28		
10	Registered let.		.25	

When Miss Lindsay balanced her account at the end of the first week, she found that her expenses plus the cash she had left equaled the sum that she had received, proving that her account

was correct. Since she needed reimbursement, she wrote these figures in ink and started the new *Received* column for the second week with the cash on hand. To this she added the amount of the check received for reimbursement, $4.28, upon cashing it in small change. For this amount she had presented to her employer

Request for Reimbursement
Week ending Jan. 9, 1947

Postage	$3.43
Office supplies	.65
Misc.	.20
	$4.28

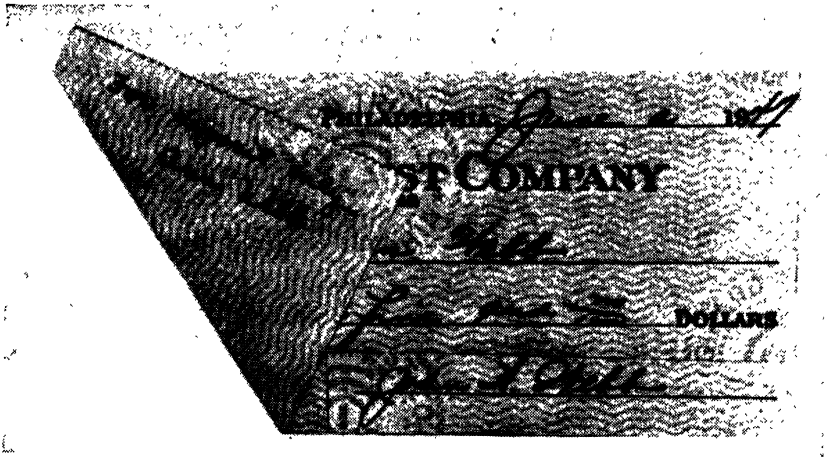
In making her request for reimbursement, notice that Miss Lindsay added all the figures that had to do with postage for one item and those representing office supplies for the second. The paper cups she put under *Miscellaneous.* Items are classified in this way so that the employer or cashier who gives the secretary the amount requested will know how to make his entries on the check stub or cashbook. In offices where the petty cash account is larger or is used frequently for other expenses, such as express, other classifications are needed.

There is one important principle that must be remembered in connection with the petty cash account: *The amount of cash to be accounted for must remain constant.* It is confusing to the secretary and contrary to accounting practice to have varying amounts of petty cash to be accounted for. Miss Lindsay *would not make any of these mistakes:*

Ask for another $5.00 because her money was nearly gone (She asks for merely enough to replace what she has actually spent; the $4.28 brings back her money on hand to the original $5.00.)

Fill in her totals in ink and start anew while she still had at least $1.00 on hand. (She "keeps right on going" until she does need to strike her balance and ask for more money.) Wait until the end of the week to write down her entries so that she has to struggle to remember what her expenditures were.

The principles of payment by check are similar for small and large bank accounts. (See opposite page also.)



1. Check for twenty-five dollars made out by John H. Webb to his daughter, Ann Webb, who has endorsed it on the back for deposit in her bank account. This check will return to Mr. Webb with the monthly statement of his account from the Philadelphia Trust Company.

Wellesley Mass., June 6, 1947

Miss Ann Webb

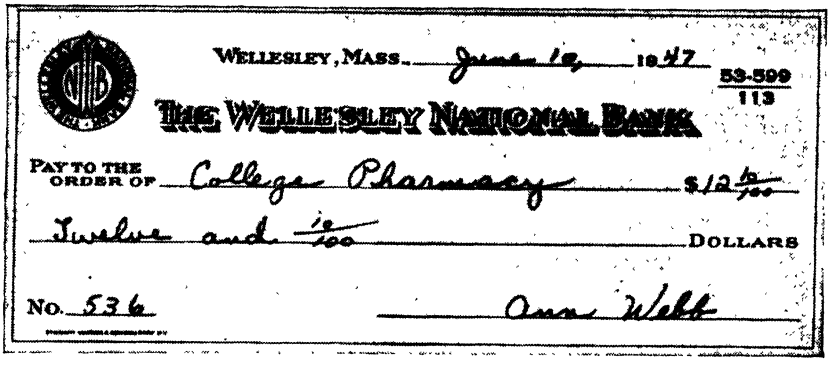
TO **COLLEGE PHARMACY,** DR.

Drugs, Toilet Articles, Confectionery and Cigars
CORNER WASHINGTON and CHURCH STREETS

May	6	Toiletries	6	50		
	10	Stationery	1	75		
		Prescription	1	35		
	29	Candy	2	50		
		Total due			12	10
		Pd. 6/10/47				
		Ck. 536				

2. Bill rendered to Ann Webb from the College Pharmacy. In payment she makes out the check on the opposite page, noting on the above bill the date and the check number. This check will return with her monthly statement from the bank to act as her receipt.

The principles of payment by check are similar for small and large bank accounts. (See opposite page first.)



WELLESLEY, MASS. June 12, 1947 53-599 113

THE WELLESLEY NATIONAL BANK

PAY TO THE ORDER OF College Pharmacy $12 10/100

Twelve and 10/100 DOLLARS

No. 536 Ann Webb

3. Check made out by Ann Webb in payment of the bill on the opposite page, which shows her record of the date and number of this check. The check will be endorsed by the College Pharmacy and will return at the end of the month with her statement from the bank.

1947 DEPOSITS			AMOUNT	
May	31	BAL FORWARD	85	00
June	4	Father	25	00
		TOTAL DEPOSITS	110	00
		LESS CHECKS DRAWN	19	85
		BALANCE FORWARD	90	15

CHECKS DRAWN	AMOUNT	
No 534 DATE June 5, 1947		
PAY TO R. H. Mack, Florist		
FOR Crew dinner	5	00
No 535 DATE June 7, 1947		
PAY TO Way Bookstore		
FOR Book for Joan	2	75
No 536 DATE June 10, 1947		
PAY TO College Pharmacy		
FOR June 6 bill	12	10
TOTAL CHECKS DRAWN	19	85

4. Stub in checkbook of Ann Webb, showing the amount brought forward from the previous stub. To this she adds the amount of Mr. Webb's check deposited in the bank on June 4. Note the details recorded for the three successive checks, which are totaled and then deducted, leaving the balance to be carried forward to the next stub.

HANDLING THE BANK ACCOUNT

The illustrations on pages 410 and 411 show an endorsed check, a bill, a check made in payment of the bill, and the stub recording the check in the checkbook. Study the description under the four items.

The check received (Item 1). Notice where and how the check is endorsed for deposit in the bank. If the check were merely to be cashed by Ann Webb, she would write her name only.

The bill (Item 2). The billhead may appear with a perforated line for the debtor to tear, mailing the upper part with the check and keeping the lower part as a record of payment. No receipt will be received, since the canceled check will act as receipt. On the portion of the bill retained, the date and number of the check in payment should be entered as on the illustration.

The check in payment (Item 3). The details to be filled in on a check are differently arranged in different checkbooks, but they should include complete record of check number, date, name of payee, amount (written in figures and in words), and the signature.

The stub (Item 4). The stub records the check number, date, name of payee, purpose (often indicated by entering the date of the bill covered), and the amount. The stub records also all deposits. The stub acts as a running account to show the balance at the bank when the checks have all been cashed. Notice that there is a triple record of each transaction: the bill with record of payment, the stub, and the endorsed check returned through the bank.

The checkbook. Your checkbook may have three checks to the page instead of one. In either case, the arithmetic on the stub must be carried through with undivided attention. Records of deposits must always be entered as well as records of payments. Totals must be made with absolute correctness. Special care must be taken in carrying along from page to page of a checkbook (1) the consecutive numbers of the checks and (2) the balance to go forward. It is a frequent error to read to yourself "191" and then to turn to the next page and write "191" as the number of the next check, instead of "192," or to say to yourself "192" as the next number and then enter "193." It is also too common a mistake to transpose the order of figures in carrying the balance forward. This error must be avoided, since it creates a discrepancy between your checkbook balance and the balance in the bank statement that will prove very time consuming when the day comes, at the end of the month, to reconcile the two balances.

If the employer approves, the secretary who handles a considerable checking account and has an adding machine at her disposal can save time and avoid likelihood of error by not attempting to subtract to get a balance to carry forward from each stub. She may keep two running totals: one of amounts deposited, one of amounts withdrawn. At any time she can subtract one total from the other to find her balance at the moment. At the end of the month, she finds her balance and reconciles it with the bank statement.

Counter checks. It is possible for your employer to draw out money with what is called a "counter check," which is furnished at the bank. If he tells you of drawing such a check or brings back a stub from a counter check, this record must be transferred to a checkbook stub with a number assigned to the check. In other words, this amount of cash is drawn from the account represented by the checkbook and will be deducted from the bank balance, just as any check made by you or your employer is deducted. This may be an important item in your reconcilement of your balance with that stated by the bank, and if your employer is given to the habit of using this counter-check method when he "drops in at the bank," you and he must agree on teamwork in his delivering such stubs to you or in telling you of the transaction. Canceled counter checks return from the bank with other endorsed checks at the end of the month and must then be labeled with the numbers already assigned in your checkbook.

Deposits. On page 414 is a facsimile of a deposit slip such as you may have to make out frequently. The total on this deposit slip is entered in your bankbook by the cashier, to act as his receipt. If for good reason you do not present the bankbook for such entry, you should protect your account by making out a duplicate deposit slip for the bank to stamp as a receipt for you to keep. Notice that, as a convenience to the banking system, you write in the identification number of the bank on which each check is drawn. This is found on the face of the check. If you are charged with the responsibility of taking money for deposit to the bank, and of drawing out money, *you are responsible.* Do not carry such money in an open bag or an open envelope from which a check or ten-dollar bill may blow or be snatched by a petty thief. Keep your

DEPOSITED FOR

Ann Webb

IN THE

WELLESLEY NATIONAL BANK

WELLESLEY, MASS. June 29, 19 47

IN RECEIVING ITEMS FOR DEPOSIT OR COLLECTION, THIS BANK ACTS ONLY AS DEPOSITOR'S COLLECTING AGENT AND ASSUMES NO RESPONSIBILITY BEYOND THE EXERCISE OF DUE CARE. ALL ITEMS ARE CREDITED SUBJECT TO FINAL PAYMENT IN CASH OR SOLVENT CREDITS. THIS BANK WILL NOT BE LIABLE FOR DEFAULT OR NEGLIGENCE OF ITS DULY SELECTED CORRESPONDENTS NOR FOR LOSSES IN TRANSIT, AND EACH CORRESPONDENT SO SELECTED SHALL NOT BE LIABLE EXCEPT FOR ITS OWN NEGLIGENCE. THIS BANK OR ITS CORRESPONDENTS MAY SEND ITEMS, DIRECTLY OR INDIRECTLY, TO ANY BANK, INCLUDING THE PAYOR, AND ACCEPT ITS DRAFT OR CREDIT AS CONDITIONAL PAYMENT IN LIEU OF CASH; IT MAY CHARGE BACK ANY ITEM AT ANY TIME BEFORE FINAL PAYMENT, WHETHER RETURNED OR NOT. ALSO ANY ITEM DRAWN ON THIS BANK NOT GOOD AT CLOSE OF BUSINESS ON DAY DEPOSITED.

PLEASE STATE NAME OF BANK ON WHICH BOSTON CHECKS ARE DRAWN, OTHERS, NAME OF PLACE ONLY.
TRANSIT NUMBER MAY BE USED INSTEAD OF NAME OF BANK OR PLACE

PLEASE LIST EACH CHECK SEPARATELY.

BILLS		
COIN		
CHECK ON 4-38	25	00
7-125	10	00
	35	00

Bank deposit slip of Ann Webb made out in duplicate. Each check is listed separately with what is called the transit number; this is printed on the face of the check to identify the bank on which it is drawn. Note that space is allowed for entry of bills and coins, if any.

mind on your job; go directly about your responsible errand; return promptly to the office. Remember that a check already endorsed by your employer is negotiable—that is, it represents actual cash and may be cashed by a dishonest person. When you hand

your bank deposit through the bank window, have bills of the same denomination together and the checks arranged in the order of their entry on your deposit slip.

Reconciling the bank statement. At the beginning of every month, a bank statement is sent to the depositor. No delay should be made in reconciling your checkbook account with this statement. It records your balance at the end of the previous month, your deposits, the checks you have made out, which have been cashed during the month, and the service charge (if any) for cost of service rendered by the bank. With the statement come your canceled checks to verify the account and to act as receipts of your payments.

On page 417 see the statement of account for Ann Webb, whose small checking account has already been taken as illustrative of the larger account of an employer. Follow through these items:

Balance from last statement, **$157.12**

Six checks (lefthand column), which have been cashed and cleared through the bank. Note that the two cashed on the same date, June 15, are typed on the same line. The checks for **$5.00** and **$12.10** were entered on the checkbook stub on page 411.

Service charge for **$.63** for the month of May is entered on the June account as June 12SC.

Deposit column shows **$25.00**, which was recorded on the checkbook stub on page 411, and **$35.00**, which is recorded on the duplicate deposit slip shown on page 414.

Daily balance, struck in the righthand column. Note that this balance increases at each deposit, decreases against the canceled checks and the service charge.

Balance at the end of the month is the last amount, **$97.44.**

Assuming that you are to carry through the reconcilement of Ann Webb's statement, see what is before you and what you have to do.

1. Arrange your canceled checks in numeric order. Open the checkbook at the point of balance with the bank statement of the month of May. On the stubs make a check mark beside each *deposit* and each *canceled check,* each time making a check mark

against the identical entry on the statement and turning over the checks one by one. When you come to the entry of a check that has not been returned by the bank, write it in on the reconcilement account on page 417, under Checks Outstanding. In this account, #535 for $2.75 and #539 for $1.50 are to be recorded.

2. Look at the May bank statement to check the balance of $157.12 on the June statement. See, also, whether all checks then recorded as outstanding have now come through. If any has not, record it as a check outstanding on this account. In this case, they have all been canceled and returned to Ann Webb.

3. On the reconcilement account, total the checks outstanding, $4.25. Add to this the balance in the checkbook through the point including the latest check returned from the bank, which is $93.82. Make the checkbook total $98.07. This is Ann Webb's reckoning of her balance.

4. In the second section of the reconcilement form, now enter the $.63 service charge, the only item not yet checked off by you on the statement. Enter the final balance from the statement, $97.44. The total, $98.07, shows that Ann Webb's checkbook account is reconciled with the bank statement of her balance.

5. The service charge should be entered on the active check stub, to be subtracted from the checkbook account.

6. If this reconcilement had failed to come through correctly, your work should be proved by going over the check stubs in every detail—as to entry compared with the checks and the deposit slips, as to totaling and subtracting and carrying correct amount forward to each stub. If you have a difference of $9.00 with the bank, for example, watch for an error that would involve that amount; this may be a mistake in arithmetic or an error of transposing figures. As a last resort, you may take data to the bank to find where your mistake lies. In this way you can learn to become certain of your banking account.

7. When the reconciliation has been carried through, arrange canceled checks in their proper order in your check file. If a check remains outstanding for a considerable length of time, this should be looked into, as it may not have been received or may have been overlooked by the recipient.

Statement of Account
WITH
WELLESLEY
NATIONAL BANK
OF
WELLESLEY, MASS.
JUNE 1947

MISS ANN WEBB
225 COLLEGE HALL
WELLESLEY 81, MASS.

CHECKS PAID			DEPOSITS	DATE	BALANCE
BALANCE FROM LAST STATEMENT				JUNE 1	157.12
JUNE 2	34.98-			JUNE 2	122.14
JUNE 4			25.00	JUNE 4	147.14
JUNE 7	5.00-			JUNE 7	142.14
JUNE 12SC	.63-			JUNE 12	141.51
JUNE 15	12.10-	25.00-		JUNE 15	104.41
JUNE 24	14.67-			JUNE 24	89.74
JUNE 26	27.30-			JUNE 26	62.44
JUNE 29			35.00	JUNE 29	97.44

1 60 87M-LEM-B 10002

KEY
CC—Certified Check
OO*—Closed Account
DM—Debit Memo
SC—Service Charge for preceding month
LST—List
OD—Overdraft
RT—Return

Please examine Statement at once. If no errors are reported in ten days the account will be considered correct.

THE LAST AMOUNT IN THIS COLUMN IS YOUR BALANCE

Please notify us of any change in address.

Monthly bank statement of Ann Webb, received with canceled checks. This is used in reconciling the checkbook record with the bank account.

RECONCILEMENT OF ACCOUNT

CHECKS OUTSTANDING

NUMBER	AMOUNT		DEPOSITS NOT CREDITED		
535	2	75			
539	1	50			
Total checks outstanding	4	25	Service Charges not entered in check book		63
Balance as per check book	93	82	Bank Balance as per statement	97	44
Total	98	07	Total	98	07

Reconcilement form of Ann Webb, used to check the correctness of the checkbook balance with the balance reported by the bank in the statement shown above.

WATCHING YOUR WORDS AND FIGURES

Because the secretary understands the worth of words and figures, she watches them intently. During training, or the early part of a career, one rarely knows what position one is heading for;

this means that the thousands of types of duties distributed through different offices into the responsible hands of secretaries cannot all be learned about in advance. Let us examine here, then, some illustrations involving words and figures such as a secretary may have to handle, and study how you may apply principles of procedure and keen thinking to their separate demands.

Illustration A: Getting a Money Order

1. Take to the post office enough money to cover your order and the fee, the exact name and address of the payee, and a list of other errands that can be covered at the post office in this one call.

2. Fill out the blank by thorough concentration on what it calls for, using the name of your employer, with your initials beneath. Keep blanks at your desk to be filled out on the typewriter.

3. Enclose the order immediately in the envelope that you have with you or handle it with due care until it can be sent on its way.

4. Keep the stub.

Illustration B: Handling a Pay Roll

1. If you have to make out a pay roll, be sure that you are regulating the disbursement of money by means of the most intelligent attention at your command. Listing must be done with the utmost care, as to both names and figures. There must be no duplication of names, no omission of names, no errors in amounts. Each employee should understand how much Social Security deduction is regularly made from his stated salary or wages for compulsory Federal old-age insurance.

2. If you handle money for the paying of others, scrupulous attention must be given to this duty, in justice to them and to yourself and to the concern for which you all work.

3. When such a piece of routine work is handed over to you, follow the system already established. As time goes on, adopt every possible means of using the alphabet, or cards, or whatever can best help you to cut through the repeated task accurately and with dispatch.

Illustration C: Making Out Income Tax Returns

1. You will have to make out an income tax blank for yourself —possibly both a state and a Federal blank. For this purpose you must keep an accurate statement throughout the year, showing your earned income from various sources, including any work done outside your regular position. This income cannot be guessed at. It must be honestly stated. Federal agents have access to records of payments made to employees, and you must "be on the square" or incur risk of being fined for concealment of income. Read the blank and follow the printed instructions carefully. For example, be sure to deduct the amount of your salary withheld by your employer for what the law calls the "withholding tax." Get competent advice about possible government refunds, which might decrease your total payment appreciably.

2. You may have to help your employer make out his tax blanks, both business and personal. If he hires someone else to do this, you will be responsible for intelligently producing the figures that go into the making of the statement. For instance, the secretary to a doctor may be expected to show clearly from her books what the receipts and expenses of his office have been for the year, so that the man who comes in to make out the tax return will have all data clearly before him.

3. Note that every word and every figure either printed or entered on an income tax blank has significance. Do not let such work slip idly through your hands, since there may be some error or omission that you should catch. It is expected that names and addresses will be printed by hand or typed. Every item should be wholly legible and inclusive as to the information given. A copy should be kept for verification and for aid the following year.

4. Ample time must be allowed for the return to reach the collector by the date stated. A check or money order must be enclosed to cover at least the first installment of the tax. Learn whether or not your employer wishes his tax return to go by registered mail and, if so, whether he wishes a request made for a return receipt.

5. Hold all figures regarding both business and personal income absolutely secret—while working for this employer and after you

have left his employ. If he feels that he can trust you with his private affairs, then prove yourself trustworthy.

Illustration D: Taking Responsibility for Papers Having Actual or Potential Money Value

1. Be aware of the importance of the dates, money value, and meaning of whatever may be given to you to watch in the way of (*a*) insurance policies with premiums to be paid, possible dividends due, and expirations approaching; (*b*) security holdings with coupon dates falling due; (*c*) promissory notes with payments falling due.

2. Keep a systematic record to trace these matters. If you do not understand what any kind of paper means sufficiently to carry out your responsibility toward its care, read it thoroughly, find out about such matters in some reference book, and ask your employer definite questions, which he will be glad to answer. Do not pretend that you understand details of importance which you really feel vague about. When you have once been told, write down whatever is necessary to keep yourself informed thereafter and remember as much as the duty requires. With regard to money matters, you must not fall back on that weak excuse, "But I didn't *realize*. . . ."

3. Whenever reminders come to your employer regarding papers involving money, help him to follow through by the due date.

4. Care for valuable papers from the points of view of protection from fire and theft and of confidential privacy. In event of loss, report it immediately to your employer. Your careful record of the number of a policy or of a negotiable bond will at such a time be invaluable. Valuable papers sent through the mail should be registered and often insured as well, and a careful record should be kept in the file.

Illustration E: Handling Orders, Invoices, Bills

1. Immediately on entering a position, watch the kinds of orders, invoices, bills, and forms used—both for outgoing and for

incoming purchases. Notice what they mean and what part you have to play in their use. Watch the dictation that concerns them; watch the incoming mail that includes them. For example, in the office of a photographer, you may have to make out a monthly check for him to sign in payment of rental for his suite of rooms —that is outgoing. You may also have to render outgoing bills to his customers for payments that should then be incoming. Money and the demands for money make up a considerable part of the inflow and outflow of business mail.

2. Items on purchase orders and invoices must be checked with care. In order to know what your employer has a right to charge, you may have to know what has been sent out. In order to know what he should be required to pay, you may have to know in detail what has been received. In a large concern these details are handled by clerical assistants, but even in accounting departments there is often need for secretaries who understand what is going on in a clerical way relative to the correspondence and other secretarial duties that are going forward.

The keeping of carbon copies of orders for verification is important. The checking of invoices of supplies received substantiates the bills that follow. Notice that an order to a stationer for paper, envelopes, folders, and so forth, carries through related transactions, which must check against each other in detail: (*a*) the itemized order, of which one or more carbon copies are kept; (*b*) the invoice from the stationer, which the receiver should check with a pencil, item to item, as she sorts out the contents of the package; (*c*) the bill, which should corroborate the amount of the order and the invoice; (*d*) the check in payment, which should cover the bill.

3. The amount of bills should be watched as a matter of economy. Your employer may receive bills that say in fine print on the billhead: "1% discount for payment within ten days." It becomes your responsibility to catch such an offer in order to help your employer avail himself of any saving. You should check the arithmetic on every bill, adding, subtracting, taking correct percentages. The average secretary cannot run away from the use of arithmetic.

4. Errors in bills or in orders received should be righted

promptly and courteously on behalf of your employer. Be sure that you are right before you accuse someone else of being wrong. A letter calling attention to a mistake must be worded clearly and politely. A telephone conversation must be worded clearly and politely—and the tone of voice must not reflect irritation.

5. Errors in bills or orders sent out should be righted with apology and promptness.

Illustration F: Handling Incoming and Outgoing Receipts

1. Obtain a receipt for bills or expenses that you pay for out of your employer's money. We have seen that a check can act as a receipt, but a record must be made of what that check covers. We have seen that petty cash may be spent, but a record must be made to act as a strict account of that cash expenditure. Often you may need to have in your files an actual receipt, and you should not hesitate to ask for such, to protect your employer's money.

2. Be ready to give a receipt for value received on behalf of your employer. Look carefully at the amount and the signature on a check, exactly as you would count money. Do not allow yourself to feel embarrassment at keeping someone waiting while you count or look through what you are signing a receipt for. You will be responsible for having received the correct amount. Now is your time to check that amount as correct before the eyes of the person paying, so that there may be no misunderstanding and no loss to either side. Remember that a mistake may be made in favor of either party, and your payer may be grateful to you for calling attention to his overpaying.

Who pays for postage, telephone calls, telegrams? When you are in a business position, there may be at least three postage accounts for you to handle: those for the concern itself, for your employer personally, and for your own use.

The mail of the company is paid for by the company. Even though an office boy or a mailing department handles the outgoing mail for you, there will be times when you will use company postage in a large concern as well as in a small office. The letters that you write at the very end of the day or after office

hours will not be collected by a mail clerk. These you must mail yourself with special care. It is a familiar sight to see the secretary closing the office door at night with a handful of last-minute communications. For business purposes you should keep always ready postage of different denominations, including special delivery and air mail stamps.

You should have postage at hand to use for your employer's personal mail, unless yours is a one-man concern and he wishes no such distinction made about outgoing mail expenses. He may, however, give to you from time to time money to care for his personal mail, including registering, parcel post, insurance, and so forth. You should use this fund conscientiously to the cent. Even though the employer himself may not be strict with you about what seem to him small amounts of money, you are responsible for honest accounting.

At times you may post your own private correspondence with office mail—you bring letters from home, where you have run out of postage, or you may write a letter during your noon hour. You should find it repugnant to your sense of honesty to take even a single stamp from the company's postage. In small matters you have a fine opportunity to preserve your self-respect, and such self-respect has a way of breeding the respect of others for you. Genuine self-assurance grows in part out of your own knowledge that you are always straight about small things, whether you are being watched or not.

Many secretaries are expected to keep a record of telephone calls outside the immediate district and of telegrams, so that the bills received may be checked, item by item. *Personal* calls from members of a partnership may be charged to each man, so that he will reimburse the company, which pays the bill as a whole. The same is true of telegrams. The principles for the secretary to apply here involve her common sense. She should learn the requirements in regard to minor duties so that she will be able to give account where it is expected, but will not waste time over meticulous duties that are not expected of her.

Some important questions. You may well ask yourself how you really stand before these questions:

Can I be depended on to go through all the ordinary processes of arithmetic with accuracy and dispatch?

Do I know how to make an adding machine help me in minor duties?

Am I certain of the figure row of keys on my typewriter by touch?

Do I know how to watch for any frequent errors of mine with regard to copying figures? And how to cure those errors?

Am I honest in small matters?

Do I know how to make change quickly?

Am I absent-minded when I am sent on errands involving other people's money? Do I ever lay a purse of money on a counter without watching it?

Do people consider me generally dependable?

Have I a personal sense of the value of money that I can carry over into an office to help guard the money of my employer?

CHAPTER TWENTY-ONE

GETTING THE FACTS

Will you please find out for me—? This question is asked over and over again by the employer of secretaries, who must be depended on to search for facts and figures and ideas and other data. If the secretary can *find* information, the employer knows how to *use* it.

When you are asked to find out something, the outstanding trait that you need to call on is intelligent determination. You must be wide awake to sources of information. You must know what person to ask, what magazine or bulletin to look for, what directory to turn to, what book to find and how to find it. Printed publications filled with the worth of both words and figures are ready to answer innumerable questions.

To be able to go directly to the source of information the employer awaits is a skill that must be cultivated if a secretary is to grow into her position and become increasingly valuable. An editor turns to his secretary during dictation and says, "Will you make a note to find out for me the titles of previous articles by this author?" She knows how to use a periodical index at the library and returns, after her noon hour, with that information. In the first three positions that you hold, whether with the same concern or in three quite diversified lines of business, your superior officers may begin scores of widely different requests with "Will you please find out for me—?" To meet these requests successfully you should qualify in the specifications for research.

HABITS OF INVESTIGATION—HOW TO LOOK

Knowing what is wanted. Take down in writing detailed instructions. Be sure that you know at the time what your employer needs, so that you will not waste moments in gathering irrelevant information. Ask necessary questions before you start.

Knowing why the data are wanted. If possible, know what the

data are needed for, so that you may intelligently search with the "reason why" clearly in mind.

Making alert motions. Approach the shelf, file, index, catalog, or directory with an alert control of your motions and with attention to the orderly arrangement available to help you. Know your alphabet thoroughly. Make watchful use of the signals that signify system, such as the thumb index and running alphabetic headings of pages and file guides. Concentrate on finding page numbers with nimble fingers.

Using table of contents and index. Instead of flipping the pages of a book back and forth to find some statement, turn at once to the table of contents or the index. The former will give you a general survey of the subject of each chapter; the latter will indicate where you will find a definite bit of information. Call on your imagination to help you find the quickest route to the very item you are seeking. If you fail to find in the index the word that you look for, try another subject or name under which your material may be listed. The index in encyclopedias, such as the *Encyclopædia Britannica,* runs to many pages, usually in the last volume of the edition, and gives many topics to lead you helpfully to a reference that you need. Remember that in some reference works you have two handles to the same piece of information: the subject or title (often inverted for alphabetic purposes) and the name of the author. Choose the key word that is most likely to lead you swiftly to your goal.

Depending on yourself. Refuse to be thwarted in your search. Use your memory, your resourcefulness, your persistence. Do not call on others until you have exhausted your own finding ability.

Writing for information. If you have to write for information, phrase your request courteously and in clear detail. Enclose a stamped, addressed envelope for the reply.

Asking questions confidently and to the point. If you have to ask a reference librarian or some authoritative person in the line of your search—perhaps in the offices of your own concern—know what you need to ask. Do not be vague or hesitant in your questions. People who know a great deal have many demands on their time, and you must respect their moments by coming straight to the point and dismissing yourself as soon as you have an answer.

Do not allow yourself to be dismayed by the seeming brusqueness of busy men and women. Quick thinking often leads to quick speaking. If you are turned away quickly but have received the information you need, you should not "feel hurt" at the decisive manner of the one who has really helped you.

Taking notes. Take accurate notes of what you are told or what you read in answer to your search. If you make shorthand notes from printed matter, be careful about your outlines. It is too easy to feel confident that you are taking readable notes from print that lies plainly before you. The proof of your shorthand comes when you sit at your typewriter to transcribe those notes. If you are making an exact quotation, special care must be taken. Whenever it is possible, take the book or magazine directly to your typewriter, to avoid the work and the risk of error involved in double copying. Cutting out and mounting a clipping is even better.

Noting the date of finding and the details of the source. Always make note of the date of your finding the information and the source. The source may include

Author
Title of book, publisher, date of publication
Title of article, name of periodical, date of issue
Page reference
Name of authoritative person giving information

If your employer quotes what you have found for an article he is writing for publication, he must be able to depend on you for accuracy in each detail regarding the source of his quotation.

Reading quickly and wisely. Use quick judgment in choosing only what is relevant to your employer's need. If you read slowly and inattentively, you should find out the cause and have it cured, if possible. Inability to attend to words with a quick grasp of their significance in a sentence or in a paragraph as a whole is bound to impede your progress as a secretary. The science of learning how to read is becoming increasingly exact. You may well seek expert help if you cannot otherwise meet in the business world the competition of thousands of good readers. You may have a reading defect that can be overcome; in this case, your enjoyment as well as your actual profit may be increased. Your slowness in

comprehending what is before you may be due to factors of sleep, diet, exercise, mental attitude toward life, or general informational background. Whatever the cause, you should seek the remedy. If you wish to be effective in your career and contented with life, do not consider it a disgrace to admit difficulties and to try to strike them off, one by one. It may be difficult to face difficulties, but it is usually more difficult to hide them.

Presenting findings in helpful form. When you put in writing the quotation, or the list of names or figures, or whatever you have been asked to find, remember the principles learned in the chapter "Consideration for the Reader." You have saved your employer's time by hunting and finding; now go a little further and quickly decide how to present your findings in orderly form—even though somewhat roughly, when that is "good enough." Use an outline with numbers and letters, headings and subheadings, underscoring of points with red pencil, tabulation, separate sheets or cards for separate items, or whatever means will make the material most immediately useful. Whenever it is feasible, clip your data to the active papers concerned and lay them together on your employer's desk.

Keeping information: the file and the scrapbook. Keep information by intelligent use of your file. Foresee possible needs for data, so that you will cross-reference wisely. Think of reference material in its probable bearing on future items of business; this attitude will improve your way of filing.

The loose-leaf scrapbook is valuable for few purposes, as compared with the file. Indexing of a scrapbook takes time; mounting takes time; and often hunting in a scrapbook takes more time than looking in a file. A folder with its contents related to a single subject or use is habitually easy to handle.

HABITS OF INVESTIGATION—WHERE TO LOOK

We have been reviewing the principles of *how to look*. Independent investigation, of course, demands a knowledge also of *where to look*. Let us take ever so simple an illustration to point the importance of knowing where to look. If a person wants to find tulips, he does not go to a fruit orchard; if he wants to pick

apples, he does not go to look through the flower garden first of all. Finding information is at root just as straightforward as this, the one rule being: Look where the information is!

For the hundreds of kinds of business and professional work there are thousands of books, magazines, bulletins, directories, and compilations of both a general and a highly specific nature. Any one employer and his secretary may have need of only a restricted number of these informational publications. Your employer will doubtless own the books and subscribe to the periodicals most needed to keep him informed and to supply necessary data for the usual run of work. As you come to know about his business or professional needs, you should in odd moments acquaint yourself more and more with the contents of these publications that surround you. This will help your understanding of dictation and its vocabulary. It will make it possible often for you to be immediately helpful in finding, or even in recalling without finding. Your willingness to study independently is one of the signs of active interest so desirable in a secretary. When it will not mar a book or a catalog for the use of others, the secretary sometimes underscores in red frequently needed items in an index, so that they catch her eye quickly. While she is acquainting herself with a publication, or when she has become familiar with its pertinence to her work, she applies her intelligence to every means of perfecting it for her ready use.

As a matter of general information you should know the nature of the contents of various sections of both the abridged and the unabridged dictionary and of directories, such as your city or town directory. It would be possible to give here a long descriptive list of useful books, but the study of a list alone never takes the place of actually seeing and handling the books. *Secretarial Efficiency* therefore expects you to go to the public library and browse thoroughly about the open reference shelves in the general reading room or in special reference rooms, so that you will develop a familiarity with standard works that may be ready to help you in the type of business with which you are allied. You should regard the rules of a given library with respect to the use of its reference books, as they must often serve the needs of many readers.

For self-training for reference work you should look through

enough books of both general and special information to understand how they are made up. Turn over the leaves until you come to some item of interest. Notice the title or the subject of this information and then turn to the index to see whether this particular page is listed there. From using your index in this reverse way, you will gather what the index means, and the significance of its usefulness will become doubly clear to you. Remember that those who are most familiar with the contents of a book make up its index for the convenience of its readers.

The following five groups of printed sources of information will open out to you the wide possibilities of reference work; up-to-date editions should of course always be sought.

Information about People and Business Concerns

City and town directories
Telephone directories, including classified sections
Who's Who; Who's Who in America
Social registers and Blue Books
Directories of members of organizations
Professional directories
Specific registers
Educational directories
Trade directories
Publications containing credit information (national and local), such as the rating reports of Dun and Bradstreet, Inc., and Moody's *Manual*

Information about Words: Spelling, Punctuation, Definition

Abridged dictionary
Webster's New International Dictionary of the English Language (Unabridged)
Murray's New English Dictionary
Roget's International Thesaurus
Fernald's *Synonyms, Antonyms, and Prepositions*
Webster's Dictionary of Synonyms
Current Abbreviations, by George Earlie Shankle

Syllabication, Appendix to Government Printing Office Style Manual

Inexpensive booklet listing for handy reference the syllabication of hundreds of words. For sale by the Superintendent of Documents, Washington, D. C.

Guides to English Usage and to Quotations

A Manual of Style, published by The University of Chicago Press

Text, Type, and Style, published by the Atlantic Monthly Press

United States Government Printing Office Style Manual

Ball's *Constructive English: a Handbook of Speaking and Writing,* published by Ginn and Company

Textbooks on the writing of good English, including letters, reports, minutes, statistics

Standard handbooks of English usage

Stevenson's *Home Book of Quotations, Classical and Modern*

Bartlett's *Familiar Quotations,* edited by Christopher Morley and Louella D. Everett

Facts, General and Specific, in Encyclopedias, Periodicals, Etc.

Special sections of abridged and unabridged dictionaries, including gazetteers, biographical notes, etc.

The Century Dictionary (including the volume of names)

The Encyclopædia Britannica: a Survey of Universal Knowledge

The Encyclopedia Americana: a Library of Universal Knowledge

The New International Encyclopædia

The Columbia Encyclopedia in one Volume

The Lincoln Library of Essential Information

Specialized dictionaries and encyclopedias, such as those about authors, musicians, medicine, history

The World Almanac and Book of Facts

The American Yearbook: a Record of Events and Progress

The International Year Book

National, state, and local government publications

Your Income Tax, by J. K. Lasser (an annual publication)

Special sections of city and town directories

Newspapers

When recent newspaper items are sought, the secretary may use *The New York Times Index, A Book of Record, Master-Key to the News.* This is published monthly and then in a cumulative annual volume. It advertises that it "takes its place on the reference shelves . . . to carry on its indispensable service of making the news a continued, easily accessible story. . . . It Tells What, When, Where. . . . The purpose of The Index is to enable the user to locate news reports, editorials, book reviews, magazine articles, and other material published in *The New York Times,* and through the date to locate similar information in other newspapers, periodicals, and reference sources."

Periodicals, including trade publications

Every secretary should be acquainted with the *Readers' Guide to Periodical Literature,* an author and subject index of the contents of current magazines.

Catalogs and handbooks for specific businesses and professions

Standard books of etiquette, such as are of special value to the "social secretary"

Information about Geography, Travel, Transportation, Etc.

Maps, including road maps

Automobile guidebooks

Official Hotel Red Book and Directory

Atlases

Gazetteers

United States Official Postal Guide

The complete issue of one year consists of an annual volume published in July and eleven monthly supplements containing recent information.

Shipping and railway guides (including Bullinger's *Postal and Shipper's Guide*)

Timetables (railroad, steamship, motor bus, air)

Use of timetables. Learning how to find out facts with absolute accuracy from timetables is an essential for many secretaries. In planning itineraries for an employer, you should be quick and attentive to details such as

Items marked with special symbols
Special omissions or additions of service on holidays, Saturdays, Sundays
Changes and adjustments due to use of daylight saving time
Directions to read up a column instead of down
The designations for A.M. and P.M.

The intelligent use of the index in such tables saves time and confusion; a map is often included, which may serve you at need.

Page markers. As you use the various reference books in your office, you may find yourself turning to certain pages many times. If these frequently used sections are not marked, it is wise for you



Thumb tabs leading to a table of contents and to an index.

to mark them in some way, so that you can head straight for the right reference. For instance, you may make constant use of certain sections of a trade directory. If you attach a carefully labeled tab to the first page of each of those sections, these will make a thumb index for your use.

The illustration above shows two types of small gummed tabs that you will find helpful in some cases. These are usually made of a linen weave for durability. The oblong type takes less space down the edge of a book or loose-leaf ledger; the circular type gives a good hold for the right thumb and finger as an opening guide. Such tabs are inexpensive.

The following points should be considered:

Tabs should be evenly spaced down the side of the book so that each one can be seen readily.
Tabs should not be allowed to stand out beyond the edge of the book so far that they may break in ordinary use.
Tabs should not be too fragile for constant use.
Printing should be neat and legible.
Horizontal or vertical lettering may be used; capitals, or capitals and small letters.

Tabs must be stuck firmly and then handled always with care, so that the pages to which they are attached will not be torn.

If the paper in some reference book, such as a desk dictionary, is too fragile for these tabs, you can save yourself valuable time by using neat strips of paper with abbreviated headings and keeping them as bookmarks at the most frequently used points. Such strips may prove valuable as guides in a small telephone directory, to guide you to most frequently called small exchanges.

The secretary's service book. For her own ready reference the efficient secretary finds it of value to accumulate a service book—a loose-leaf notebook to be kept at her desk. This may be divided into four parts:

Part I. The Growth of My Vocabulary
Part II. Ways of Using the English Language
Part III. Reflections of Secretarial Experience
Part IV. Collection of Handy Hints

The contents of this service book she gathers from her own daily experience, from observing others, and from reading and study.

Part I, "The Growth of My Vocabulary," lists words that the secretary finds herself looking up more than once for spelling, pronunciation, division, or meaning. She enters also new words that she looks up, words that she misspells or types incorrectly, words that she must learn in connection with the specific business she serves. This is a growing section, which she studies and restudies because it comprises a list that is pertinent to her needs for growth in her position.

Part II, "Ways of Using the English Language," states rules of grammar and punctuation that meet frequent needs. These are made clear by the examples that the secretary writes out. Wherever she finds her own pitfalls, wherever her use of good English requires reinforcement, whatever grammatical errors her employer catches, whatever she learns from observing correct or incorrect use of English in reading or in conversation—these points are marked down in black and white, so that they are at hand for reference and can gradually become part of her mental equipment. Study of such a section can become a tonic to the secretary's own forceful writing and to her understanding and proper transcrip-

tion of dictation from the shorthand notebook or the dictating machine record.

Part III, "Reflections of Secretarial Experience," may contain clippings from periodicals and copies of practical or inspirational extracts from books that appeal to the secretary as strengthening to her own efficiency; whether in increase of knowledge or improvement of secretarial traits. Touches of humor may be entered here—cartoons that touch on the foibles of the secretary or the demands of the business day. Notes may be included from lectures and courses of study about business procedure, personal appearance, handling people, and ways of improving in a position.

Part IV, "Collection of Handy Hints," may hold everyday hints for secretarial work, whether devised by the secretary herself, or observed in use by others, or exchanged with others, or read in business publications. Quick, efficient "tricks" adapted to daily methods of approaching and carrying through work save time and energy. The value of writing these down in a personal service book comes from two facts. The secretary impresses the suggestion on her memory by entering it in writing, and if after a time she gets out of the habit of using a practical hint, she will rediscover it when she is reviewing the collection. She may constantly improve herself by learning, and then intelligently applying, clever working methods. For instance, the way in which you lay a pile of envelopes on a table seems a minor matter, but when you are addressing five hundred or a thousand, it makes considerable difference in time if you take a moment to lay that pile with the flaps on top toward you for the quickest insertion into your typewriter. Most of the handy hints may be as simple as this. Some will involve duties rarely performed, so that the best methods might be forgotten if not written down. They will all help the secretary to become more efficient.

Widening your general informational background. The wider and more certain your own general informational background is, the firmer basis you will possess for your reference work to rest upon. With the passage of the months, your employer should find your specific intelligence about his line of business growing. Always he should be able to depend on you to find what he wants found. Well-conducted evening, extension, and correspondence courses that

teach one how to do reference work are of great value to the secretary. Ability to look up information might be given as one of the factors that distinguish the secretary from the stenographer.

The intelligent metallurgist knows where to dig for gold, and he digs until he finds it. The more worth-while reading you can do, the more background you gain for digging. Sometimes a man will exclaim, "Here's something interesting that I dug up the other day." He may have been browsing in material quite familiar to him—but browsing digs up interesting information. It will pay you from time to time to read in the library from magazines or books dealing with subjects that are strange to you. One hour of this kind will often open up to you new avenues of thinking and interest. Be adventurous about your reading; taste here and there with an exploring spirit.

You may be surprised to find that the information you happen upon some evening may serve you the very next day. When your employer dictates a letter that refers to a certain recent discovery, you will perhaps say to yourself, "That's odd; I was reading about that, only last night!" It is pleasant to find yourself somewhat at home with these otherwise strange ideas or words. If you have an inquisitive mind and a reliable memory, your employer will not be long in recognizing this; he will respect you for what you find out for yourself, as well as for what you are able to find out for him.

PART VII

The Secretary Meets the Test

CHAPTER TWENTY-TWO

CONFIDENTIAL MATTERS

Your employer's confidence and your self-respect. Imagine that you have worked as secretary to one employer for seven years, and that during this time his confidence in you has increased, and that consequently your own self-confidence and self-respect have increased. You must be relied upon to keep confidential matters confidential—absolutely. The officers of a corporation are trusted. The secretary must be as trustworthy in her work; indeed, she often handles the very material that the officers have under consideration. The term *private secretary* carries a real meaning. There is an unwritten code of high honor among true secretaries. They do not entertain their friends or their families with what goes on in their offices. Can you keep a secret? Or do you let news about people "leak out"? Are you a person who says, "I don't see how that got around; *I asked everybody I told not to tell*"?

Play safe. That is the rule with private affairs. It is the rule you expect your own friends to follow, if you confide in them. It is safer to tell less than you should about your office work, lest you tell more than you should without being aware of it till too late. What may seem a slight remark may come to be weighted with significance as time goes on. People who hear may remember, and people who remember may tell. What is told to one person in confidence may chance to be safe; but if you have told one person and she then tells one person, you have indirectly told two in all, who may shortly become four, and so words travel. If they always traveled straight, the matter would be bad enough, but they often accumulate false details and become distorted out of your hearing, where they are beyond your power to correct. Whenever you are tempted to divulge others' affairs, do not waver in your decision. Your habitual "I'd better not tell that" should put a strict seal on your lips, like the block signal that stops a train before it encounters danger.

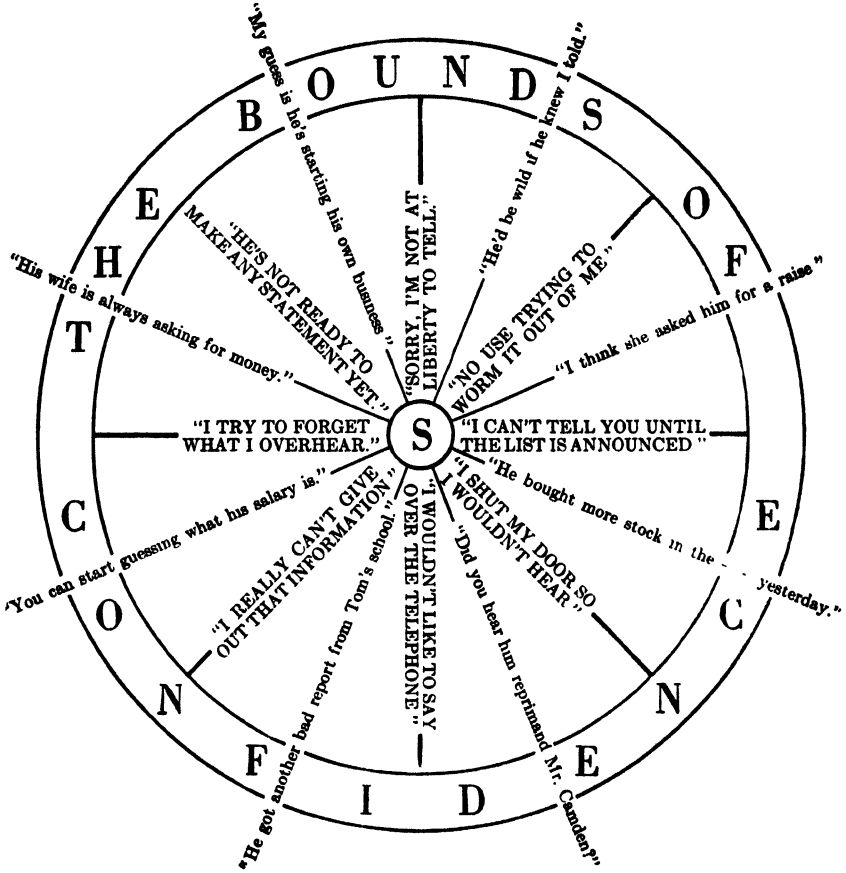
What to keep to yourself. You must be sensitive to matters that are private, such as

Information about the pay roll
Increase in salaries of members of the staff
Proposed changes in staff
Information about financial, club, and domestic affairs of the employer
Information about the company's business, which should not "leak out" to competitors
Information to callers, in person or by telephone, who may have personal motives for wishing to learn what should not be made known to them
Plans for furthering or changing the business or its methods
Matters discussed in conferences attended by the secretary in her capacity as shorthand reporter
Matters overheard, which may have greater import to the employer in a business or personal way than the secretary can imagine

How to keep confidential matters to yourself. The man who has been accustomed for years to trustworthy, dependable assistants may not think to warn you. Yet this is one of the responsibilities for which he pays you. When he has dictated several letters to you, he does not turn back to tell you which aspects of them are private. In recognizing what should not be told at home or to your friends you must also recognize what should be kept from your associates within the office. During the noon hour, for instance, it is easy indeed to tell of some happening or of some detail interesting in itself and apparently harmless in the telling. But someone who is listening may put it with a fact that she knows, and a vital secret may be out. She may not tell that secret right away, but it will be hers to think over. A secret let out may hurt the business and may also hurt some person. Eventually it may hurt you yourself, not only in the way of your reputation but because the publicity of a private fact is bound to react on the whole of an institution sooner or later; what affects the institution affects its employees.

What is more, when you are away from the office it is good for you to forget its affairs. If you cultivate enough outside interests, you will be not only willing but glad to drop everything connected

with the day's work when your mind and body can be away from it. Such relief from continued interest in a single line of thought goes



Every secretary should be a "confidential" secretary. Many kinds of business and personal information become known to the secretary. The statements that she gives out, or refrains from giving out, place her at the hub of an important wheel. The radiating spokes either keep within the bounds of confidence or break through those bounds, as the diagram above shows. News revolves quickly to overcurious ears. The secretary has the power to stop gossip at its source.

a long way toward curing fatigue and bringing you back fresh to your desk in the morning.

When someone asks you curiously about a confidential matter that you believe should not be divulged, though you know about

it either directly or by hearsay, be fearless and stand on your own two feet with a firm but courteous refusal to yield. Your associates will respect you far more if they know that they cannot get secrets out of you. If a fellow employee can say behind your back, "I tried in every way to get her to tell me what it was all about, but she wouldn't tell a thing," you have scored.

A frequent cause of betrayal of confidence is the very natural desire to show that you know something that your associates do not know. A certain pride in knowing "inside" facts often tricks a secretary before she is aware of it. Don't ever let yourself betray your employer's confidence by giving away secrets to "show off." The bounds of confidence are illustrated on page 441 by a wheel with the secretary at its hub.

"Turning a deaf ear." In addition to not telling facts that should be kept quiet, the secretary can learn not to listen to what she feels sure should not be made known to her. Turn a deaf ear to what should not be heard. In becoming a secretary who can be entrusted with private matters you have a double control: One guards your lips from speaking; the other guards your ears from hearing.

This takes a definite kind of courage. It is only human to like to be thought a "good fellow." But if you cultivate the graces and the friendliness and the efficiency that have their place in the office, you will not need to be afraid of how others feel about you. If you can turn your back pleasantly on what is not your affair to know or to discuss, you will have not only the respect of others but that agreeable feeling called "self-respect."

The most practical precaution against telling what you ought not to tell and hearing what you ought not to hear is fortunately readily found in an office. It is spelled with four letters—W-O-R-K. Busy people have not time to be busybodies.

The harm of insinuations. There is another way in which a secretary, or anyone else, for that matter, might cause trouble either inside or outside the office. This is the insinuating *manner* of making comments, without actually saying what you intend to imply. This may be done through various expressions of the face or gestures of the hands that have power to carry a meaning almost beyond that of mere words.

Suppose that someone comes to your desk in an office and makes a statement. As she turns away, you look at a third person with a slight raising of eyebrows. You have in effect said an uncomfortable something. Or you may be told to carry a message to Miss Baldwin. You carry it faithfully but, as you finish, you purse your lips in order to indicate to her exactly what *you* think of the matter. There are many other ways of talking without words: a slight lift of the chin into the air; a shaking or nodding of the head; a skeptical half-closing of one eye; a scowl that means a question mark or perhaps disapproval. These are not straightforward ways of speech, especially when they carry some dark or disagreeable meaning. Their insinuation has power to cause much mischief both to the conduct of business and to the people involved. Confidential matters may be given away in this insidious manner by *saying* one thing but *looking* quite another, as much as to remark, "I know something wholly different—you can guess what, if you wish."

Confidential matters over the telephone. The necessary discussion of confidential business affairs within the office should be conducted in low tones. "Walls have ears," we are told. The most incurious person in the world may overhear what she should not know and does not wish to know. Confidential facts are no longer confidential if let out in loud or excited tones. This is one reason for using a low voice over the telephone. Study the following hints regarding the difficulties of confidential work by telephone and use them to guard private affairs in the office.

Do not give out information unless you are absolutely sure about who is at the other end of the line.

Make no statements, ask no questions, answer no questions in a way to give confidential information to your co-workers who are within hearing in the office. If necessary, you may say, "We should be glad to put that in writing for you in today's mail" or, "If you will hold the line, I will go to another telephone." Even telephone booths are not always soundproof.

Remember that others may be listening, either intentionally or unintentionally, "along the line." Someone may pick up a receiver on a party line; the switchboard operator in your own building or at the other end of the line may have to listen in for

a moment because she is trying to get your line for an urgent call. For your employer's sake, you must be on your guard.

Observe the courtesy of hanging up your receiver on an extension telephone when the call has been taken up by your employer or by someone else, as the conversation may prove to be of a confidential nature.

Caution should be used in giving information in any way over the telephone about the firm, the employees, or the business. If anyone has a rightful inquiry to make, it can be sent in writing and a suitable reply will be made by someone in authority. Credit companies often call for information regarding the pay and standing of employees. Before giving out any such information you should understand from your employer what your duty is in this regard. To the caller over the telephone or in person you should not commit your employer without knowing your rights. There are courteous, evasive answers such as these:

I haven't heard Mr. Seiler say.

I cannot say whether he has signed any contract yet.

I will ask him and let you know, if you will give me your name and address.

I hardly think he is ready to give out that information at present.

Mark it "personal" for the mails. It is true that the usual telephone lines cannot be trusted for absolute privacy in taking confidential words directly to the desired hearer and to nobody else. But there are two methods of giving confidential information through the mails: by marking a sealed envelope *Personal* or by sending it by registered mail to be delivered to "addressee only."

When you are opening your employer's mail, as has been shown in the chapter called "The Daily Mail," you should watch alertly for this special word *Personal,* especially if it appears seldom. Double embarrassment follows the secretary's inattentive opening of a private letter. Her employer is embarrassed by the knowledge of the facts that she may have learned. The writer of this letter considered these facts too confidential for ordinary attention. It is like a breach of your employer's own courtesy to the privacy the writer had reason to expect, if you overlook this signal on the envelope. Even though your eye may not have read the letter inside,

you become embarrassed when you do notice that signal. You have no way of assuring your employer that you had not read the letter before realizing its privacy. The best that you can do is to put such a letter back in its original envelope and confess your mistake by writing across the face of it in pencil such an apology as this:

Sorry I opened this by mistake.
S. E. C.

Once your employer has opened and read a personal letter, it is a matter for his discretion whether or not he will have you handle the correspondence. He may keep the letter itself in his pocket, even though he trusts you with the general nature of its contents by dictating a reply. At such a point, no matter how minor your position may seem otherwise, you become for the time being a "confidential secretary." Not only must you guard your tongue from speaking of the nature of this dictation; you must also be careful that the carbon copy of any such communication is not left about where someone may come upon it.

Employers differ in their ways of handling confidential matter. A good method is the use of a locked drawer in the employer's inner office, preferably one in which folders may stand upright, such as a deep lower desk drawer. In this drawer, to which the secretary may or may not have a key, are filed whatever letters and carbon copies should not appear in a generally used file. For his convenience this drawer may include his correspondence about family affairs, personal finances, his club, and other personal affiliations. If a man prefers to keep his personal correspondence at home, it is advisable to attach the carbon copy to the letter when it is given for his signature, so that he will put the carbon in his pocket or in the leather case or bag that he is accustomed to carry from the office.

The employer's personal affairs. The term *confidential secretary* is professionally applied to a man or a woman who handles large private affairs for an employer—usually a person of importance and wealth. But the words may be applied in a true sense to any lesser secretary who handles the personal affairs of her employer. If he dictates private letters to her, she will come to know much

about his family life, his children, his own expenditures, his serious interests outside the office, and his recreation and friends.

These matters the secretary does not treat with curiosity. She knows that whatever she is called upon to do or to know with



Personal errands for the employer are performed cheerfully. The reliable secretary is in her employer's confidence and picking out a gift for his wife's birthday is just part of the day's work.

regard to her employer's life outside the office affects in its way his life within the office. When she can help to free his mind for full attention to office affairs, she is working indirectly but surely at her position itself. The outside interests and problems of no two employers will be alike. One man may correspond with a brother whose family he is unostentatiously helping to support. Another may be chairman of a local philanthropic committee. Another may have a wife who is critically ill. Whatever is "on his mind" may require attention of some kind from you.

The secretary must assume an alert yet impersonal attitude of

interest in her employer's private affairs. She may remind him that it is the time of the month for sending his regular check to his son at college. She may handle many messages telephoned by his wife, who has been given reason to trust his secretary and may at times express appreciation of her efficient services. The secretary does not tell these family matters, either singly or as a whole. There may come to your knowledge through dictation, over the telephone, or through some incoming letter, a 2 and 2 which, put together, become a 4 that would make the smartest possible conversation in certain groups. But because they are not *your* 2's, you do not mention them or the 4 to anybody. What is more, you even try to forget them yourself. Do not assume that the privacy of your employer's affairs means that their nature would redound to his discredit, if known. But public knowledge of private facts may breed trouble in a large way.

The two rules of confidence. The two rules of confidence are (1) Confidential matters *are* confidential, whether or not your employer mentions it; (2) since you may not know what should have been kept confidential until it is too late, the more you "keep to yourself" the better. This entire chapter is devoted to the one theme, "confidential means confidential," because that theme runs through all secretarial procedure, touching such important traits as loyalty, interest in the success of the concern, good judgment, discrimination, and reliability. You are expected to understand and to handle private matters—but not to tell what you know. These secrets you do not tell while you are in the employ of a given man, and *you most certainly do not tell them when you have left his employ.* There is a key of ethics that locks them away.

CHAPTER TWENTY-THREE

KNOW THE OFFICE PERSONNEL

The organization. On your first day in an office you must begin to grasp the wholeness of the organization, which may have a personnel of two or two hundred or two thousand. If there are only two—that is, if you are the one employee of the one employer—you have not only a wide variety of types of work to attend to, without anyone to fall back on or to consult about matters, but also the responsibility of managing the office whenever your employer is out. This two-person organization demands your learning by gradual study when your employer wishes you to make decisions on his behalf, and how and when he expects you to write letters or answer inquiries according to your best judgment. It also demands your extensive study of the details that you watch, so that you will understand how the business is carried forward and with whom. From such attention you will gain increasing insight into the reasons for this and that procedure, and with such insight your intelligence and initiative will grow.

In the slightly larger or really large organization, this daily study of the business that passes through your hands is less extensive, because your work with your superior officer or officers cannot pretend to touch every transaction of the entire business. In order to gain an insight into the reasons for this and that procedure in such a position, you must gain a sense of the pattern of the whole organization and your relation to that pattern. If there is a central filing department, you have a feeling of obligation toward sending to that department regularly and with promptness all copies of your work that should be filed there, and toward returning to that department as soon as possible all papers or folders that are borrowed. You study to know what special or routine information you are responsible for sending to the accounting department. If you take dictation from several men and women, you must see all these dictated matters so clearly as part of the whole business that

you will judge their relative importance and so be able to plan the order of your work to the best advantage of the business in its entirety. If you work for but one man in the concern and matters come to him from another officer, you must be aware that a delay will hold back the progress of that officer's part of the business and you must do what you can to push along those matters.

When you become one of the employees in an organization of any size, make a conscious effort to learn the names of people, their positions and departments, what authority they have, who is under and over them, together with their relation to the specific responsibilities of your own superior officer. Within a few days, you should be able to catch quickly the names of members of the staff to whom your employer, Mr. Stearns, dictates memorandums about advertising. You should not, for instance, have to ask, "Did you say Mr. Enwright or Mr. Wheelwright?" You will know that Mr. Enwright is the head of the advertising department. Further than that, if Mr. Stearns asks you to telephone a message to Mr. Enwright, you will know the name of his secretary and, although you may ask the interoffice switchboard operator for Mr. Enwright, you will say to the person answering, "Is this Miss Adams? Will you please give this message to Mr. Enwright from Mr. Stearns? . . ." And Miss Adams will call you by name, because she has learned the name of Mr. Stearns's new secretary.

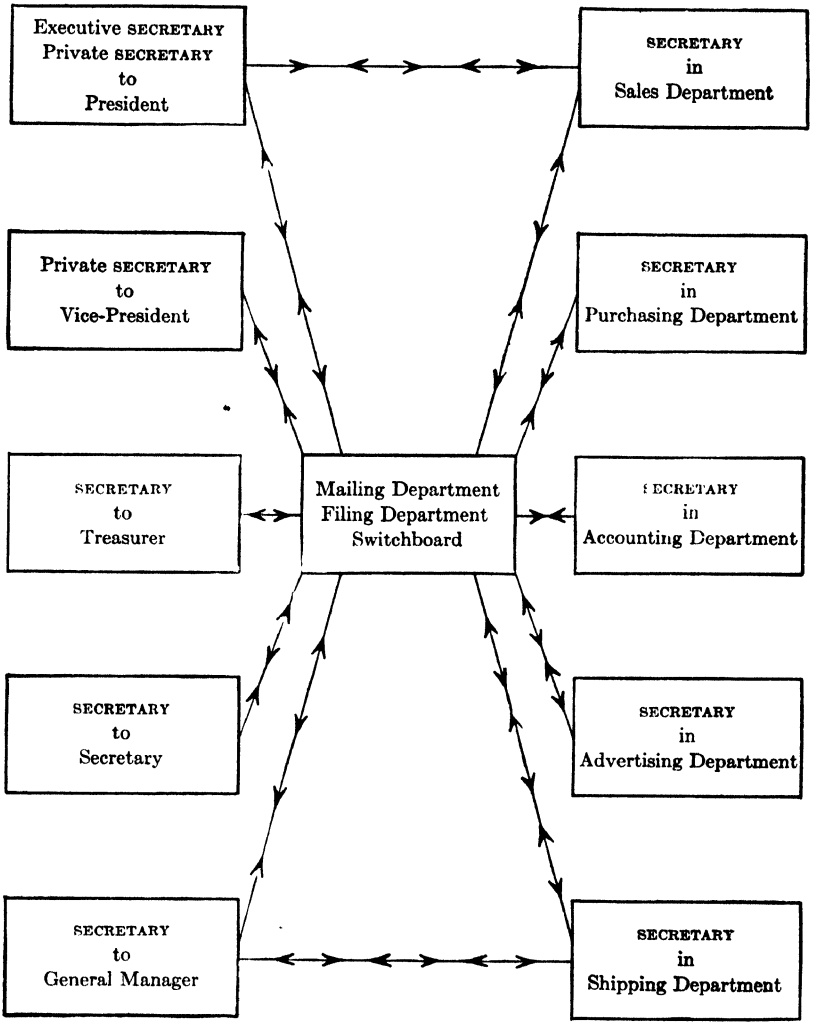
Not only should you become aware of people by name and by the nature of their part in the personnel pattern of the entire organization; you should become aware of their location in the building. If Mr. Stearns calls you from Mr. Enwright's desk, where the two men are in conference, and asks you to bring him a letter that came in this morning, you should know whether to go along the corridor to the left or the right, or to take the elevator up or down. The organization becomes so familiar to you that you respond to its calls upon you and learn how to make it respond to the calls of your employer. In a publishing house you would find a setup with the following departments: editorial, proofreading, manufacturing, filing, circularizing, advertising, accounting, mailing (to receive and sort incoming mail and care for outgoing mail), shipping, and employment. In addition, there would be the officers, such as president, treasurer, and personnel director; and

the individual employees, such as switchboard operator, janitor, elevator operator, and service women. Secretaries are distributed throughout such a staff, co-operating with each other, as well as with their superior officers. The diagram on page 451 shows how the secretarial staff is woven into the very web of a business organization.

An established organization may be the outcome of years of industrious service to a community on the part of an increasing group of people—a community that has come to trust the honest conduct of the business. The masterminds that have built up this organization have in turn entrusted details to responsible assistants. A company must make enough money for profit to the owners and for covering all expenses of necessary quarters, equipment, and pay of employees. The common purpose of making a living binds the whole organization together.

Office morale. When you, as a new employee, step into your individual place in an organization, you must be able to get along with those who are already engaged in this particular business. Wherever friction of any nature is allowed to enter, business is retarded and there is undue wear on the people involved. The secretary is responsible for contributing her share to the *esprit de corps* of the organization and for helping to set an amicable standard for the entire office. Petty gossip, irritability, jealousies, intolerance, inability to co-operate—the very sound of this list, one well knows, does not belong to the harmony necessary to promote clear thinking and straightforward work. Think over the list of the places where you would like to work, and consider this question: "How much does this inclination come from what I have heard about the 'atmosphere' of that office—from what I know of the personalities there and the way in which the staff get along together?"

Esprit de corps is a three-word French phrase that requires a long definition in English—even then we cannot quite catch in our vocabulary the full significance of the expression. *Webster's Unabridged Dictionary* uses these words to cover the meaning: "The common spirit pervading the members of a body or association of persons. It implies sympathy, enthusiasm, devotion, and jealous regard for the honor of the body as a whole." *Esprit de*



Interdependence is the web of organization. The swift flow of business within each department and between departments demands *esprit de corps*. All secretaries co-operate not only with each other but also with clerks and other members of the staff who share in conducting a business.

corps, as you can see, expects everyone in the office to play in the same key, without discord, to contribute to good morale.

One of the ways in which you can avoid jarring the *esprit de corps* in your office is to be willing to do what is asked of you without brooding over the idea that the task is "not a part of your job." No one should be unduly imposed upon, but the chances are that if you are expected to go ahead with a task that you think belongs to someone else, someone else is at the same time doing something that you might have been expected to do. If you have a desire to work up in your company to an executive position, remember that the more kinds of tasks you have performed the better your preparation for higher work. The supervisor is far more able in an executive capacity if he understands from personal experience exactly what is involved in carrying through the tasks assigned to subordinates. He realizes how much time is required, what the details are, what the best method of procedure is. When you know what you are asking each assistant to do, you can plan the work of a department to much the best advantage. It, therefore, pays to taste a variety of duties, no matter how insignificant or monotonous they may seem at the time.

Variations in education and social background. The business world is becoming more and more a meeting place for persons with every sort of education and from every sort of family. The girl who learned her typewriting in high school is found working at the next machine to the girl who has had years of higher education; the man who sold papers as a boy is next to the man who spent all his boyhood summers abroad. A business and the individuals connected with it gain by this variety in the personnel. The business gains because the thought and experiences which help its progress represent almost every section of the public it wishes to reach. The individuals gain because of the widely varied interests and opinions that can be discussed when there is an opportunity.

When you go to a new position and meet your fellow workers, therefore, you will find that others have done many things that you have missed and that you have done some things that they have missed. Do not think that these experiences have been so different that you should stand aloof or keep in the background because of them. Whatever differences there were between the

schools you attended, whatever differences there are between the homes you go to at night count for nothing in the office. What is important there is the relative worth of individual employees to the future of the business. Superior mechanical ability has a vital place as well as superior mental ability. In meeting a group of associates among whom you expect to work for the next few years, do not attempt to sort them out by social standards. Try, rather, to discover which of all these people have qualities of character that command your respect. Find which of them have outstanding ability in their work and could well be models for you to follow. Your attitude the first few days in a position may make or break your future.

In an office there is a continual giving and taking of orders. This is another place where your attitude will make a difference. Naturally you will do what your employer and other superior officers ask you to do, willingly and not grudgingly. When it is your turn to make requests of a file clerk or an office boy or a janitor, your attitude again will make considerable difference in the service you receive. Just as you find yourself more willing to work hard when your task has been assigned in a pleasant manner, the janitor will be more responsive about moving a heavy desk into a better light for you if you ask him to do it as a favor, rather than order him to do it. Give any orders you have to give in the way you like to have them given to you.

The ideas of others. To get along with people, respect their ideas. You have *one idea.* Someone else has the *other idea.* The second person may be your employer or one of your superior officers, a person of standing in the office approximately equal to your own, or a person of standing and experience somewhat less than your own. Let us take one example of each of these.

Mr. Thornton may be the president or the assistant secretary of the company. He has given you a piece of work and has in mind a new method for putting it through. You may have your own method, but it may not be timely for you to offer any suggestion. Mr. Thornton is your superior, and you will be ready to follow out his orders.

Now you are given a task to perform with Miss Krupp, an associate of approximately the same rank as your own. Again there

are two methods. This is a time when you can well afford to remember this: *one may be as good as the other.* Often there is no question but that one is better than the other, but it is also often true that two methods could be proved equal. They may both be quick, smooth, accurate, and equally effective in producing results. Give in to Miss Krupp if that seems best.

Again, you may have to sit down to check over some data with Miss Anis, who is younger than you and has only recently joined the office staff. She has come directly from school, where she learned an especially efficient way to do the very type of work now before you. When she sees how you propose to go ahead, she somewhat timidly suggests another way. If her way is better than yours, adopt it. This gives her confidence and provides you with a new way of doing this job.

Your appearance as a secretary. The business or professional man wears what is usually called "a business suit" when he is at his daily work. The secretary to the business or professional man acts as his representative in greeting callers from outside and in consulting with the men and women within the office. She too wears appropriate business dress, though not so uniform in its design as the masculine suit. No dress, blouse, or accessory should call attention to her as an individual when attention should be confined to the business in hand. This is especially true as to conspicuous make-up.

Taste should be used in selecting prints and the lighter summer dresses; the discarded party or dinner dress should not be "worn out" at the office, any more than would the discarded evening clothes of the employer. Under most circumstances sleeveless dresses, except in the hottest weather, are not in accordance with the dignity of a real secretarial position. This is also true of the blouse so dainty that protecting cuffs must be worn. The secretary must turn quickly from handling carbon paper to taking a message from a caller important to the success of the business.

Clothing can be planned to meet all contingencies without sacrificing a certain expression of individuality. Conservative models are universally becoming. If you do your own laundry, do not make yourself a slave to the ironing board because of your choice of dresses or blouses. The blouse that is the simplest to iron will,

as a rule, be the most appropriate for business wear. Time may better be spent in keeping all underthings clean and free from odor. This is, of course, also true of body cleanliness in every particular, including the hands, nails, ears, teeth, and breath. Your hair must be kept well groomed; time should not be stolen for frequent visits to the dressing room to "fix" your hair or to use make-up. Your comb and mirror should not be taken out at your desk.

Advice about the dress and habits of the business woman is to be frequently found in many magazines, newspapers, and books. The reason for this is that employers feel from their observation of women employees that the necessary points must be continually stressed. Read these articles from time to time, remembering that each represents wisdom derived from practical observation or investigation of women in various kinds of offices. When you find in your reading any suggestions about dress or care of the person that you might follow to advantage, do so. Such articles discuss the taboo on gum chewing and the unpleasantness of stale cigarette smoke about the clothing. A girl need only look in the mirror while she is chewing gum to become convinced of the unfortunate impression that this would give in an office. Once you are publicly recognized as a member of the staff of a desirable concern, you should think through what you wish to be to that concern and consistently establish for yourself a standard of personal conduct in every branch of living. You accept pay from this desirable concern. Even in seemingly minor ways outside the office you are, therefore, not free from the responsibility of conducting yourself as a respectable and respected member of its staff.

Your health. Good health is one of the essential tools for secretarial work. If you are of real value in an office and, more especially, if you are the chief dependence of one employer, your affairs may stop when you are absent and, even if they go on, the work cannot be the same—work that you are being paid to do. An occasional necessary absence may be considered justifiable; but too frequent absences cannot be tolerated, however necessary they may be. From time to time you as secretary should think about the factors of health as they affect you and your work.

Physical examinations. Do I have regular physical examinations

as an intelligent preventive procedure? Do I carry out the best advice that I can obtain regarding diet and other matters, so that my bodily functions are as normal as possible? Do I have sufficiently frequent dental examination and care, and do I then follow through by proper daily care of the teeth? Do my eyes have proper examination, and do I then take the prescribed care of them?

Habits of living. Do I pay reasonable regard to regulating my life for healthful balance of work, exercise, sleep, amusement, enjoyment of friends, reading, and other elements that for me contribute to the most sensible living? Do I plan my week ends and my vacation in the ways that bring me back to work as thoroughly refreshed as possible?

Working conditions. Do I intelligently regulate, in so far as circumstances permit, the light, ventilation, humidity, height of chair and of working levels, and other conditions that favor or retard my work?

Posture. Do I know how to maintain correct posture? The posture of the secretary is important to her appearance as a representative of her employer, as well as to her health. The word *posture* has to do with the ways in which the secretary holds or places herself all through the day. The variety of work in the average secretarial position allows a variety in posture, and that gives the body such changes as many skilled occupations, such as those of a machine operator, switchboard operator, or typist, cannot offer. The body can assume a variety of positions in the activities of going to a file, sitting at a typewriter, going to take dictation and sitting in a quite different chair, answering the telephone, standing to interview callers, and carrying necessary messages to superior officers or associates.

This very variety makes its demands on the secretary for a constant habit of good posture. It may be that you carry yourself well when you walk; this will be an asset to your health and to your bearing when you go into your employer's inner office or greet callers. Yet each of the following postures should find you in good form if you are to go through the day with the maximum of good appearance and the minimum of fatigue. Good posture should be maintained by you

While walking even short distances, as from your desk to a near-by pencil sharpener

While standing to talk to a caller, even though the conversation is necessarily prolonged

While taking messages down, either at a counter or over the telephone

While taking dictation, either seated or standing—in any of the positions studied earlier in this book

While going to the files, standing at them either to find or to file papers, and coming away

While sitting at your typewriter

While approaching your employer's, or another's, desk—while standing there to talk or to listen, and while turning to walk away

Between tasks, for example, while turning from the typewriter to the telephone, or reaching for an envelope

Attitudes toward life and toward other people. How do my mental attitudes affect my work and happiness and my relations with others? How can I improve them for the good of my vocation and of my general ability to live what the world rightly calls "a normal life"? Is my grasp on life as a whole such that I am able to relax when there is opportunity? Or does a feeling of failure and discontent keep me from making the most of myself? Does a shadow of worry or jealousy hang over me, hampering my ability to adjust myself to life?

Whether or not circumstances that combine to harass the secretary are of her own making, she must meet them with intelligence. If she cannot change the circumstances themselves, she must learn how to change her attitude toward them so that she is in control and not they. In order to change this, the secretary may need help. It is not easy for anyone to see her own life in perspective; no one can step away to view herself as she can step away to view someone else. The secretary need not hesitate to seek necessary help early in her career if she has personal problems that she cannot solve, and she will be both fortunate and wise if she can consult a discreet older friend. The right friend will have perspective on what has to be "talked out," together with wisdom from years of experience and observation.

Sometimes the selected friend may be a doctor who understands what is called "mental health" and its bearing on physical health. He may be able to help the secretary meet her difficulties by a gradual change of attitude. He may even be a specialist in this branch of the medical profession—a man who knows the disrupting effects of emotional upsets. Trouble may come in office life itself; there may be someone in the office whom the secretary complains that she "just can't stand." Or she may have had a difference with a friend. Or some vital trouble in her household may start her for work with her nerves feeling ragged. Whatever may be at the bottom of her restless days, she will have to conquer it not only once but probably over and over again.

This may not be achieved in a minute. The wise friend may advise the secretary to lower her voice, to learn to relax the tautness of her body, to calm herself out of jerky ways of approaching the file or the telephone. She may point out a need for more physical exercise; more recreation, different food, more sleep, or medical assistance. Self-control is not something that can be pulled suddenly out of the air; the word means just what it says—"control of self." Each one of us is given one person to manage; if you are a secretary, you will have to manage that secretary. If something is impeding your self-management, find out and follow out all possible ways of getting yourself into an attitude that little or nothing can disturb. This will lead to greater contentment inside and outside the office.

Importance of the noon hour. The secretary's noon hour belongs to her, but she is responsible for returning refreshed and steady for her afternoon at business. As a rule, these sixty minutes off duty pass with surprising quickness. Even in offices where there is no time clock to be punched and where slight irregularities are allowed because of overtime work, the secretary does well to keep the reputation of returning on the dot. She will need as long an afternoon as possible to complete her day's work. Afternoon is the time when you face the accumulation of tasks that cannot be put off. Every minute makes a difference.

Certain of the necessities and possibilities of the noon hour are

Eating lunch
Exercising in fresh air

Stretching out on your back for a few minutes in a rest room or at home, if you go there for lunch
Enjoying friends and acquaintances
Reading or picking up some handwork
Shopping

The ideal for a secretary's lunch is a well-chosen meal, served in an attractive and not too noisy place, enjoyed with congenial people, and eaten slowly. Circumstances by no means allow this carefree combination for everyone. There is pleasure in dropping in at a favorite and familiar eating place. Again, there is interest in trying novelty. "Special" luncheons are often planned by trained dieticians who offer inexpensive combinations that appeal to the eye and the palate and also satisfy the real chemical needs of the body. If you take your lunch to work, get away from your desk and from your building, if possible. Drop all thought of work.

Shopping is one of the necessary factors of life that now and then crowd into noon hours. When a girl must buy clothes carefully in order to keep within a limited income, special midweek sales, especially in large shopping centers, become not only an attraction but a necessity. Saturday afternoon shopping is fatiguing, and your time should be planned so that this one free weekday afternoon is not often so absorbed. When you shop during noon hours, watch yourself with care. If you have less time to eat, eat less; do not eat your usual amount at high speed. Use your best business knowledge about shopping. Organize to save steps. Think out in advance what you wish to buy and where you will be most likely to find it. Watch advertisements; decide how much you can spend for a certain thing; then use your eyes swiftly and decide with precision. Remember that your employer is paying for a day's work; it is not fair either to him or to yourself for you to return breathless to his office.

The secretary usually has a definite hour for her lunch. Sometimes she is asked to shift her hour for the convenience of another person—and she in turn asks that favor when it can be granted without sacrifice to the work of the office. Whether your hour comes always at the same time or at varying times, make the most of it as a period of change and relaxation.

Who is in? Who is out? The question of having someone on duty who is understanding and courteous is important. Someone must bridge the gap while others are out at lunch; someone must bridge the gap while others are absent for illness or vacation or for other reasons. We have discussed the necessity of getting along *with* people. Here we need to see how to get along *without* people. You may be called on to stretch your skill and intelligence to the size of a position above you; or, on the other hand, you may have to apply patience and adaptability to the work of a position somewhat below you. All kinds of business must go on, whether or not the entire personnel is present. In large offices, definite training for substitution is often given. In smaller offices, it is essential that the secretary know how tasks other than her own are carried through, so that she may fill in at emergency's call. Some of the important considerations related to absences are given below.

Calendar pads. Your calendar pad and that of your employer should be kept so accurately and the entries made so clearly that in the event of your unexpected absence someone can readily pick up important appointments and follow-up matters. In the event of the absence of someone whose work you must attend to, you must be able to exercise imagination and good judgment in catching the significance of abbreviated items on her pad, so that the work that depends on her may not suffer neglect.

Unfinished work. In a similar way, your unfinished work and hers should be given intelligent attention as far as possible. The noun *substitute* does not describe an inferior person. To be a capable substitute requires extra vigilance, adaptability, and understanding. More than that, it requires speed and vigor, because you must usually manage your own work while you attend to the essential work of the absentee, as so much additional work. Competence as a secretary must cover routine responsibility and also stretch itself to cover the unexpected. When you are called upon to put through the work of two people, instead of one, you must remember "first things first." Your mind must be keen to judge which are the things of first importance. When an employer asks for a "dependable" secretary, he pictures a woman who can be depended on for ordinary demands and emergency demands.

"Keeping house." A secretary must serve while her employer is

in, and she must "keep house" while he is out. She must have as clear an idea as possible about when he expects to return and what his plans are for going out at any later part of the day. Some employers are careful about stating where they are going, how they may be reached, and when they expect to return. But it is the responsibility of the secretary to ask a man quietly, if she sees him going out on some errand, when he expects to come back. Certain messages, as we have seen, should be written and left on his desk. When he comes in, she must be quick to tell him who wishes to be reached by telephone, who dropped in and said he would try again late in the afternoon.

If you are in a one-employer office as the one secretary, you do not have to get along with daily associates at work, but you still have to get along with people, in person, over the telephone, and through the mails. The caller has come in about some business matter. It is your secretarial responsibility to discover, if possible, what that matter is. If you are the only employee left in the office when your employer is out, your loyalty to your position is tested. In fact, the secretary in such a position attends to an extra amount of work while the employer is out, because she knows that she is free from interruption by him and that, if callers and telephone rings are not too insistent, she may find an hour or more for concentrated work.

Notification of necessary absence. You should report necessary absence to the office supervisor or some responsible person, the moment the office is open. If you are the one employee in a small office, you should reach your employer at his home, if possible, so that he will be aware that you are not opening the office as usual. If you must take time out for a dentist's appointment, due request should be made in advance. Remember that tardiness is really a form of absence; office hours are office hours.

Information kept for the absentee. When you return to your office after necessary absence, or after a vacation, be as intelligent as you can about catching up with work that has been awaiting your attention and about taking in what has gone on while you were away. When you are assuming the work of one who is absent, remember to keep carbons and data to inform her of affairs that she should know about. It may prove very important for her to

know about things that would have passed through her hands had she been at her usual post.

Keys and confidential matters. When you are out, some responsible person must know where your business keys are and what they fit. During your absence, confidential papers and information should become accessible only to appropriate members of the staff.

The employer is away. The important principle for the secretary to remember regarding the absences of any member of the staff is that work must go on. At no time must she be more responsibly aware of this than when the employer himself is out. He may be away on a business or vacation trip; he may be ill or at a conference or meeting; he may have stepped away from his desk for a few moments only. Special considerations may demand intelligence at any such time.

Who is in authority? The secretary should have a thorough understanding with her employer as to how much authority rests with her and as to which members of the staff she should go to for authoritative answers to questions that may arise. She walks a narrow line between the requirement that she use her own judgment and initiative and the requirement that she seek advice from others before going ahead.

Keeping the employer informed. The secretary must learn in her specific position how far to keep her employer informed of affairs when he is ill at home, on an extended business trip, or even on vacation. No set rules can be put down for these matters. It will help to keep always aware of the Link and Chain idea, as discussed in Chapter 3, because this may be the gauge by which you can measure the importance of sending a single item to your employer by telegraph, air mail, or telephone. This Link and Chain principle must also guide you in the way you lay matters on his desk for his return. Carbon copies of letters that you have had to write will represent important Links and will inform him of the progress of Chains during his absence. First things should be ready for his attention first. When an employer is ill, the secretary often is called on to go to his home or to the hospital to take dictation and to relieve his mind of certain matters of importance. At such times she has no opportunity to ask him questions and to tell him of affairs that have been going well. She should be careful

not to give him anxiety. She must learn to be sensitive about what and what not to "bother him with."

Holding interest. Telephone calls, callers in person, letters, and memorandums should be handled during the employer's absence in such a way that the secretary proves to have held the interest of those concerned. Business must not be lost because the employer is away getting other business. Current work must be efficiently handled.

Planning itineraries. In certain positions, the secretary must know how to make hotel reservations, to help about travel routes and connections, to reserve accommodations for travel, and to help arrange for the care of baggage. The specific principles for the secretary to understand are the necessity for accuracy in reading and in writing or telephoning and the need for following through every detail to its completion. The schedule of appointments for a trip must be copied without error. The secretary must keep herself well informed of her employer's whereabouts while he is on a trip. She must know where to forward mail and what mail to forward.

"May I help you?" There are many details that a secretary can care for if she concentrates on the necessities of this trip of her employer. Has he everything he needs for the conduct of the proposed business? Is the trip arranged in the order of his appointments? Has the secretary a list of important papers from the file given to him to take away, so that she can check their return? Are there business periodicals that he might care to read on the way? Has he money, tickets, checkbook, a filled pen, pencils, paper? Does the secretary know what to do with matters that are now in hand and what should be done with the replies to matters now pending? Is personal mail to be sent to his home, or to be held, or to be forwarded? Has a taxi been ordered?

The employer returns. During the employer's absence the secretary may have had time to catch up, and even to get ahead, with work. She should be as free as possible at the moment of his return. He will have fresh plans to put through because of his trip; there will be the usual daily business to transact; and he will need help in catching up with his accumulation. One of the marks of the indispensable secretary is her readiness for an extra load of

work when her employer returns, "full of his trip." The items listed under the four headings that follow describe typical responsibilities.

1. What Is on the Employer's Desk

Matters demanding immediate attention—letters, memorandums, appointments
Similar matters not quite so pressing
Messages that have been taken
Memorandums of matters settled by others in his absence
Accumulated matter about which his secretary has informed him while away
Carbon copies of communications written by the secretary herself
Unopened personal mail

2. What Is in the Employer's Brief Case

Papers taken along on the trip
Correspondence forwarded to him by his secretary
Data, including rough notes from which he may dictate
Papers with brief notations for the attention of other members of the company
Material to be held on his desk for future study or turned over to the secretary for the file
Copy of an address he may have delivered—to be filed

3. What Is on the Employer's Mind

Rush matters demanding the immediate help of the secretary
Fresh plans formulated as a result of his trip
Conferences and appointments to be arranged
Telephone calls to be put through
Correspondence or papers to be asked for from the files
Dictation, to clear away the accumulation on his desk
Personal affairs—financial, domestic, social
Deferred committee work

4. What Is on the Secretary's Desk

Less important matters, which she knows may be held temporarily

List of people within and without the company who are waiting to see her employer or to reach him by telephone

Accumulated questions to be asked, including queries about pending matter that should be followed up

List of the papers taken along on the trip, which must be returned to the files

The fresh morning's mail, to be opened and swung into the usual routine

CHAPTER TWENTY-FOUR

SECRETARIAL OPPORTUNITIES

Paths to secretarial employment. For few secretaries is there an easy road to a first position—or to later positions. Through exceptional merit or good luck one may sometimes get a desirable placement with little effort, but not often. Use your ears to learn of vacancies and of concerns where business is increasing so that additional assistance may be needed. Ask questions of anyone you know who may give you information or help to get you a position. Use your eyes to see what activities that call for secretarial aid are going on in your vicinity. Try every route to the kind of position for which you are qualified.

The school or college placement bureau. If you have studied not only in high school but also in a technical school or college, you have the advantage of the services of more than one institutional placement bureau, as well as of the superior training. What you have shown yourself able to do, to understand, and to be now becomes the yardstick to measure the recommendation that can be given to employers.

Legitimate "wirepulling." Naturally an employer has confidence in the word of certain friends and business acquaintances and of members of his staff who are acquainted with his requirements for a secretary. A busy man will not spend time interviewing a long succession of applicants who come recommended in the more routine ways, when a friend has suggested the right person for him. You should let men and women of influence in circles where you desire to get employment know that you are looking for a position.

The employment agency. Local commercial placement bureaus will be found listed under *Employment Agencies* in the classified telephone directory. If you wish to use the service of any of these, you should find out what you can about the agencies that are known to carry the grade of position you are ready to fill. If you watch newspaper advertisements, you will often catch a glimpse of

the kind of position carried by a given agency, which may use both the *Help Wanted* and the *Positions Wanted* columns to catch the eye of applicants and employers.

A definite percentage of the initial salary is charged by the agent, usually to the person placed. You should find out what fee will be expected when you register and must consider whether you will be able to pay this fee, because it is exacted without any lenience, though often payable in installments. You are a customer, and you buy an opening; you must pay for the service of the seller who has worked to get that opening. An employer who does not have an employment manager of his own turns to such an agency to sift out candidates for him. Both large and small agencies have their possibilities. The large agency sometimes has an overabundance of applicants' names to recommend for a single position; the small agency may have fewer openings to fill, but fewer names to recommend.

When you go to an employment agency, you should be dressed neatly and simply and should approach your errand with directness and quiet confidence. The agent is anxious to find a position if you have good qualifications to offer, because he or she makes a living by placing people and also because an employer will not continue to turn to an agency that fails to produce suitable candidates. The agency depends on getting enough inquiring employers and enough satisfactory employees. The agent is the important link between the employer and the potential secretary.

After registration at employment agencies, keep in touch with them. When advisable, drop in as a reminder. Meet every obligation with care. Answer each notification promptly by telephone, in person, or by mail. If you are instructed to interview an employer at a definite hour and cannot meet that appointment, get into immediate touch with the agency. If you wish your agent to serve you, you must co-operate meticulously. Investigate what the agency offers sincerely and with an open mind. If you fail to clinch an opening thus offered, you must be able to give the agency a practical reason, or interest in recommending you elsewhere may fade. Pay regard to the importance of promptness in following clues; otherwise, the person just ahead of you may get the position.

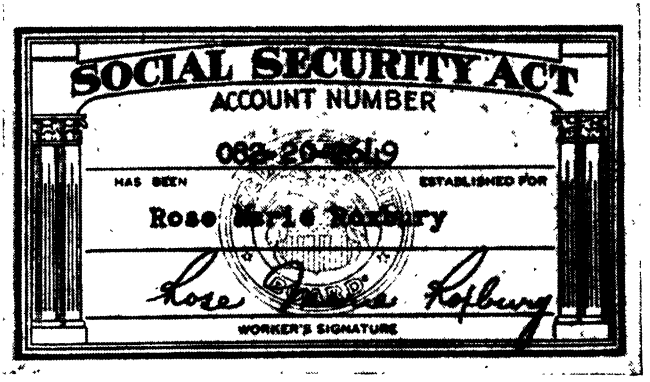
Application in person. You may go directly to the offices of con-

cerns to make application. You may or may not see an employment manager. When you make application in person at a business agency or at an employment, placement, or appointment bureau, or directly at the employment or personnel department of a concern of any size, you will probably have handed to you a more or less lengthy application blank. Such forms are usually full enough to hold the histories of thoroughly experienced applicants, as well as of beginners. You should be prepared by having in hand a clear outline of your personal history, so that you can fill out this form clearly, correctly, fully, and without undue delay. You may be asked to give any or all of the following personal data:

Name, address, telephone number
Date and place of birth
Nationality
Occupation of father (and birthplace and nationality)
Height and weight
Health record (a doctor's report may be required later)
Education, with mention of special training, schools attended, and dates of attendance
Religious preference
Organizations or clubs
References (From three to five names may be asked for, together with professional or business positions and addresses; permission must always be asked before using any name as a reference.)
Experience, if any: positions in order, giving nature of work, dates, and pay received and reasons for leaving
Present employment, if any, with salary
Social Security number, if any
Position desired (Often a list is to be checked, showing your special skills and aptitudes from your point of view.)
Salary expected (This requires caution; you should learn the range that you are qualified to enter.)
A sample of your work in shorthand and typewriting, as assigned to you on the spot

Such blanks are to be filled in with ink. Your handwriting will probably be more pleasing if you take your own well-filled fountain pen (and a good ink eraser, though you must remember that erased errors imply inability to do work "right the first time").

It is said on good authority that not even half the blanks received by concerns are filled out by the applicants completely and correctly. Remember in this particular, then, to print where it says to print, to put last name first when so requested, to write neatly and legibly, to obey directions carefully, such as to mark with an X, or to answer "Yes" or "No," or to cross out all but one choice, or not to fill in a certain space. And *read every word of the blank*



When making application for a position, the secretary takes her Federal Social Security card, showing her Social Security number.

attentively, so that, when you have finished, there will be no spaces that have been overlooked. If you are given tests, keep calm. Poise is one factor in your qualification for a position, and you must exhibit it at this point, every bit as much as you do your typing ability or shorthand or arithmetic. Can you show this employer that you have self-command in emergencies?

When making application, take your Social Security card, showing your number. This should be obtained at the local Social Security office. Under the Federal law, the regular deduction made from your salary by your employer will be credited to your account toward an eventual pension.

Immediately upon starting in your first position, and throughout your career, you should keep in a safe place *a list showing full data about the positions that you hold,* so that you will have it for reference. You will need this record of pay received when you make out your income tax return. Further than that, when you

are looking for a betterment of position, this record will recall and substantiate the information needed for blanks in an agency or for the personnel director of a large concern. This business diary of yours should show the names and addresses of firms and persons worked for, the dates of working, the nature of each business, and the nature of your work, together with salary received, promotions, and reasons for making any changes that your history shows. While you are in a position, these facts are so much a part of today that it is hard to believe how readily they may be forgotten or incorrectly or incompletely recalled, a few years later.

Application by letter. You may send a letter of application to any employer, provided that you know enough about the nature of his business and the make-up of his staff to feel assured that he might have use for someone with your training, experience, and ability. Otherwise, do not waste his time or yours.

Learn all you can about the person to whom you are writing—his business, the kind of people he employs, the general character of the man. Let your written words prepare the way for the interview you hope to have with that man. The letter that someone else writes for you will be worse than wasted if this man discovers on talking with you that you are not the kind of person represented in it. You may have a more vital personality, a more ready vocabulary, and a more mature way of thinking than your letter led him to suspect. Remember that the reader will notice your penmanship, including your signature; your typing (if the letter is typed); your paragraphing, spelling, and arrangement of the letter as a whole; your care for details; your concise yet inclusive statements. All or part of the following you may need to include:

Your address
Date of writing
Telephone number and hours when you may be reached
Hours during which you are free to go for an interview
Education
Experience, if any, with mention of pay received
References (names of people, whose permission you should first ask)
Age
Any special reason you have for applying for this specific position

Newspaper advertisements. Often letters of application are prompted by newspaper advertisements; these should be answered after careful reading of details and should be followed through only when you know from the advertisement, or from a reliable answer in return, that you are communicating with a reliable person or firm. The position hunter may herself place an advertisement in the paper. The cost of such advertising must be counted against the probable gain from the vicinity where the given paper circulates. Careful selection must be made, in order to cover necessary points within the word limit for which you can pay. Study the papers of your own locality to learn what employers are asking for and offering, and to learn what your competitors are offering and how.

Civil service examinations. These examinations, when successfully passed, place you in line for a possible government position. You should learn about them and about the positions that may prove available in the vicinity where you wish to work.

What the employer may expect at an interview. At your interview with an employer or with his personnel director you may have to give proof of your technical skill by taking dictation or copying a letter on the typewriter. You may be asked many questions to test your attitude toward work and toward secretarial procedure and to bring out your personality, so that the man may see what you are like. If this is the first time that he has seen you, he must judge the impression you will make on others by the impression you are making on him. He looks at you through the eyes of one who will be working with you day after day, and also through the eyes of the customer, or client, or patient, or student. Let your manner of entering and leaving his room be direct, self-confident, and courteous.

Keep your poise. Concentrate on what he is saying or asking. He may tell a story easily and informally to discover whether you have a sense of humor, whether you can listen well, whether you can forget yourself, can see a point, and are responsive to, but dignified with, strangers. By being as natural as possible you will help him to discover whether you would get along well together. He needs to find out these three aspects of you as an applicant: what you are, what you know, what you can do. This is why letters of

recommendation that exaggerate your ability or your personal traits can do you both more harm than good. In fairness to each of you, you must be selected from the list of candidates on what you have to offer in skill, knowledge, and personality, *plus* what you are likely to become a year or two from now.

On your part, you have a right to find out during an interview what will be expected of you, what the hours are, whether there is much overtime work, what vacation is provided, and what the initial salary will be. In some instances you may be able to ask whether there will be an increase at regular intervals if your work proves satisfactory. What an employer learns about you, added to what you can learn about him—his associates, his office, and his business or professional standing—should be the picture on which your mutual decision is based. However, for your first position you cannot afford to be too particular about pay or equipment or rank in the office.

Your personal appearance in every detail will be noted. The promptness with which you keep an appointment, your clear-headed way of answering and asking questions will be noted also. You may be interviewed by several people—an office or employment manager, one or more officers for whom you would have to work, a super-secretary or supervisor in the office. Take your examination quietly and with alert interest.

Be sure that you understand the scope of the position as it must actually be filled by you. It will become necessary for you to subordinate yourself to the daily requirements of the position that you accept; what you have learned will be put to the test of daily performance. At first you cannot afford to be concerned so much about *what* you do as about *how* you do it. Many positions offer little or no promise of the use of shorthand. This fact is often taken as a disappointment by one who prides herself, and rightly, on her speed in taking dictation and wishes to keep it. If lack of intensive practice of shorthand should slacken your hold on this skill, drill yourself outside the office by taking radio speeches, conversations, and dictation from someone who will help you, and by renewing actual study of textbooks. If you have once had shorthand really at your finger tips, do not fear that it will not flow again; what you have learned so thoroughly will come back to you.

Secretarial traits needed in finding an employer. When you are

looking for a position, either for the first time or when a change must be made, you will need to exercise many of your secretarial traits—among them persistence, courage, resourcefulness, and honesty.

Persistence. You must be persistent in leaving no stone unturned, for you are entering a serious game in competition with many others who are your equals in training, ability, and actual experience. Decide what you want, within reason, and determine to get it, if this is a possible thing.

Courage. You must keep your courage strong. It takes self-confidence and a keen desire for work to maintain that courage, especially when you must go to agencies and stand in long lines of applicants, or when you have interviews with potential employers from whom you never hear again.

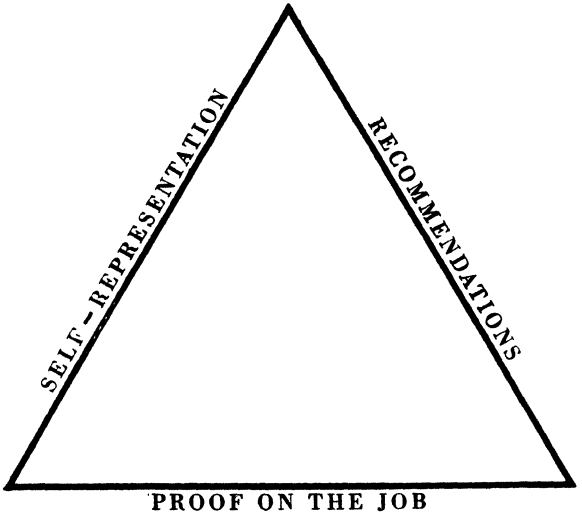
Resourcefulness. You must be resourceful about searching in every possible direction. Follow every clue. Make inquiries. Find out how others in your vicinity have secured positions, and profit by what you learn. "Stop! Look! Listen!"—stop to think; look wherever you can; listen to those who are experienced.

When you have made an earnest and intelligent application, you may receive in writing or in person the words "We shall be glad to put your application on file." Do not feel disheartened at this point. Is there any more pressure that you can legitimately or wisely apply in this desirable quarter? Is there courteous follow-up work that you can do? If not, you have planted the seed to the best of your ability and now you must await the returns. You must keep a stout heart during your hunt, because an attitude of despair may unfit you for following clues and for taking work when it does knock at your door. Someone must be chosen for this next vacancy. You may be that chosen one.

Honesty. You must prepare to represent yourself with honesty. This does not mean that you seek a position meekly. You must simply be aware of your worth as it has been appraised during your training and in positions that you may have filled. Do not state that you "have had secretarial experience" unless you have held a real position. Answer all questions honestly. Be as natural as possible, because it is your own day-by-day self that will have to fill the position for which you are selected.

To obtain and hold a position involves three sides of a triangle

—three sides that must prove to be of equal length: (1) what you have to say about yourself in writing and in person and what you seem to be when you are interviewed; (2) what recommendations from your school or college and other references say about



Getting and holding a position depends on this equilateral triangle. What the secretary proves to be (proof in the position) *must equal* what she says about herself when she makes application (self-representation) and what others are saying about her (recommendations). At this point, turn back to the secretarial rating test in the chapter called "Making Personality Valuable." Can you give yourself a higher score now?

you; (3) what you prove to be when you are actually in the position. Study the diagrammatic illustration of this triangle. This does not mean that you will not improve the quality and the quantity of your work when you have settled into a position. But at the start it is to your advantage, as well as to the advantage of your employer, that you should be able to fulfill his expectations of you—that you should justify the honest picture that has been given to him. It is discouraging to those who are "tried out," if they are found wanting and suffer the humiliation of starting all

over again on the hunt. It pays secretaries to allow themselves to be taken "on trial" only when the mutual expectation of employer and employee is based on the square representation of both sides.

Personal considerations. It is difficult to accept the fact that when you need work you may have to take what you can get. That may especially be true of your first position, where you will gain that necessary asset called "experience." Yet whenever you seek a position or must change to another position, there are personal questions that must be taken into consideration. With regard to some of these you may be able to obtain good advice, but you must face the entire situation for yourself and decide what you can "take." For instance, on the application blank at a business agency you may be asked to "state whether you are willing to work outside this immediate vicinity." For you the answer to that question may involve serious financial consideration and the facing of home problems.

It may help you to consider a list of leading questions, some of which you can immediately eliminate, while others may demand much weighing. These may be applied to a definite position for which you are recommended or which you are actually offered, or to the particular direction of your search for a position, or to your choice between two positions. In one way or another, your success at work and in the management of your life as a whole may be affected by your decision regarding questions such as the following:

During my early years of work should I avail myself of the reasonable price of board and room offered me at home? Is this an imposition on my family? Will it involve me in home responsibilities that my health will not allow me to swing if I am to give due worth to my employer during the day?

At what point in my career will it be possible and advisable for me to establish a normal, independent life without undue neglect of others?

Can I adjust myself to the train or bus trips of a daily commuter?

What is the smallest salary I should accept? What is the largest salary I have reason to expect?

Shall I look for a minor position in a large concern where there are varied chances for promotion? Or would it be wiser to seek a slightly better position that offers little promise of advancement?

Am I willing to adjust myself to work for several men and women at once? Or would I prefer to find a position in which I should be responsible to one person only?

Have I sufficient self-command to meet many people agreeably in person and over the telephone?

Do I thoroughly understand what would be expected of me in this position?

Money and other recompense. The employer offers to a favored candidate the amount of money that he feels he can afford to pay for a secretary of her training, experience, and traits. There are no positions that pay high salaries, demand no overtime work, give long vacations, and expect moderate industry and little effort at adaptability. It is a matter of good sense to earn all you can and to spend and save wisely. Yet while you are looking for a position and after you settle into one, you should take into account that an acceptance fortunately may involve other rewards than actual money. These rewards may include

Equipment contributing to ease at work
Congenial and healthful surroundings, however simple
Words of appreciation
Growth of self-confidence from acceptability of work
Confidence of your associates as well as your superior officers
Increasing interest in the growth of the business
Opportunity for advancement
Contact with people from whom you may learn much of value

You must count satisfaction in your work as a part of your weekly compensation; but you should not continue to accept an inadequate salary, even though you enjoy your work. Be on the alert for a better opportunity, but be very sure that you are worth more before you seek and accept more. When you are seriously considered for a position, you should seriously consider all sides of the position. If there are disagreeable aspects to it, they may be worth accepting for the sake of the assets as a whole.

You should be intelligent about salaries, so that you will not expect too much or accept too little. When you have little or no experience, someone else must be paid to supplement your inex-

perience or inability. If someone has to keep watch for your errors and to train you in your work, you cannot receive the pay of a seasoned, independent worker.

Secretarial work as a stepping stone. Secretarial work is widely recognized as a possible wedge for entering specialized or executive positions. Throughout secretarial history there are true stories to illustrate this: stories about the secretary to an architect who learned to help with the drafting and eventually drew pictorial illustrations for his magazine articles; about the secretary to an editor who eventually read manuscripts and then advanced into an editorial position; about the secretary who worked up into an executive position as office supervisor. Such ambitious dreams are not always realized, however. There are many more positions for secretaries than there are openings of a more specialized nature higher up. It is not often that a person is lucky enough to be on the spot as secretary at the moment when a vacancy somewhat higher up chances to occur.

Many a secretary fails to prove her ability in a way that leads her superior officer or officers to give her consideration for promotion before calling in someone from outside. She can hope to give promise of meeting advanced work only through conspicuous proof of possessing some or all of the following assets:

Native ability
Industry
Resourcefulness
Background, as to general and specific education
Personality
Ability to do independent work
Knowledge and grasp of the business or profession
Special aptitudes

If you are selected for and accept a position near the bottom of the ladder in the kind of work that you believe interests you most, and if you hope to work up, then there are several challenges facing you. Prove to your superior officers that you are careful of detail, can be trusted without constant check-up on their part, have ability to think for yourself, feel loyalty to the concern, un-

derstand the purpose and methods of the business, will fight through till you finish a task, and will get along well with the people whom an advanced type of position will make it necessary for you to work with. No one of these is a minor matter, and all distinguish the rising secretary. Each of these qualities can be developed by self-criticism and self-discipline. And even though you may not be fortunate enough to grow into a specialized or an executive position, you will always have the opportunity of becoming a more and more acceptable secretary. The secretarial vocation is a worth-while calling. A good secretary can appreciably increase the usefulness of the business or professional man or woman for whom she works. Whenever you have a chance to do something larger or more responsible than anything you have been called upon to do before, do it well. Yours is the privilege of building the step up to which you lift yourself; someone may offer to help you up, but your rise is primarily of your own making.

The permanent position—the temporary position. A position offering permanence, if you make good, bids fair to give you two important assets: regularity of income and possible opportunity to work up gradually in the concern. Many employees stay with the same company over a long period of years, with a more or less regular increase of salary or the receipt of an increasing bonus as time goes on. The loyalty that usually goes with long terms of service is of appreciable value to an employer. It speaks well for a person to be retained and it speaks well for a company when its employees wish to be retained.

But now about the temporary position. We have seen how permanent secretarial work can serve as a wedge to higher secretarial responsibilities or to a more specialized and responsible position, if the secretary merits such promotion. It is true also that a temporary position can be an entering wedge. The acceptance of temporary work may

Lead to permanent work with the same concern then or later
Recommend you well for a permanent position elsewhere
Furnish experience that will be of value to you at some later time
Pay you enough money to carry you over until you obtain a permanent position

It may be feasible to make an agreement with your temporary employer that you will be released if a suitable permanent offer comes to you.

Improving yourself. Everywhere secretarial competitors are learning more, are gaining more experience, are becoming more mature. You must constantly continue to fit yourself for your work while on the job and while without a job. You must study, learn by watching others, learn by watching and improving yourself. If you have had only secondary education, take wisely chosen evening courses or correspondence courses to raise the grade of your training, for you have to compete with many who have had college training, often with an additional year devoted to secretarial training. If you have had this latter opportunity, do not be too contented with your qualifications. It may be that you must work to improve your spelling, or your arithmetic, or your ability to get along with people of all kinds.

When you choose courses of study, remember that a tree grows both up and out. Do not narrow yourself to what are called "commercial" subjects. Take the most difficult course you can handle in English literature—not simply one in English composition. Read all the necessary and all the optional assignments. Take the course for credit—you will probably do more work if you work for grades. The more good reading you lead yourself to do, the better vocabulary you will have and the wider will be your field of information. If the industry you wish to enter in your vicinity is highly specialized, take a course that will give you specific training—such as chemistry, or automobile construction, or banking, or insurance. Evening classes may be stimulating not only for the subject matter studied but also for the challenge to compete as a student with men and women of varied types and ages; this, of itself, is an education. Ask yourself these questions:

Am I using persistently enough the best means for getting employment? Have I been too particular about what I would take as a position?

Can I afford to return to school for a definite number of periods a week to keep up my shorthand and typing? Should I regularly read well-written shorthand plates? Can I diligently work on my most frequent typing errors?

What have proved to be my weakest spots? Shall I now concentrate with determination to strengthen my equipment as to spelling? penmanship? arithmetic? reading back shorthand notes? endurance in putting through prolonged pieces of work? finding names in the telephone directory or words in a dictionary?

Can I set aside and stick to a regular period each day during which I review my secretarial course, studying to perfect my work and my attitude toward work? What books should I study on business correspondence or business methods, or in other fields, to add to my general informational background?

Is there any short, intensive course that I can afford to take at a near-by school or college, or by correspondence, to add definitely to what I now have to offer an employer—in filing? in English? in specific machine work?

Whatever your inheritance, environment, and education, if you are to hold a position or to advance, you must progressively improve. This requires ambition and initiative, which point out to your superior officers that you are ready for greater responsibility. When you reach out for more pay this is the pertinent question: What more have you to *give* in return for more pay?

Think seriously before trying to make a change. When you find yourself saying, first to yourself, then to others, "I believe I want to make a change," look as squarely as you can at the reasons behind that desire. Ask yourself such questions as these:

If I give up this position, am I certain of finding another one as good?

Do I want to change because I can't seem to get along with my employer or business associates? Is my difficulty an attitude of my own toward work or toward people, which might remain part of me no matter whom I worked for? If so, can I change that attitude right where I am and eventually merit promotion?

If I change to a position in another kind of business, will I not be losing what I have gained in knowledge of the terms and ways of this business, and will I not have to begin at the bottom again?

Have I gone as far as I can with this concern? Am I confident that I am equipped to rise to a better position, if I change to a concern where there is promise of betterment?

Am I perhaps looking for an easier job with more pay? Is such a position likely to be waiting for me?

What good reason for leaving can I give to other possible employers? Will this reason agree with what my present employer may state?

Making a change is often an involved procedure. If someone has definitely made you an offer that you wish to accept, you can discuss the matter openly with your present employer. You may even be flattered to find that he is anxious to keep you and suggests an increase in responsibility and salary if you care to stay. If you have no definite opening in mind, the most formidable difficulty that confronts you is that, unless you hold on to the position you have until you know exactly where you are going to step next, you may suddenly be without an income. You are, therefore, reluctant to let your present employer know that you want to make a change until you can tell him where you are going. Yet the one thing you most need when you register at business agencies or talk with employers or personnel directors is *the recommendation from your present employer.* If you have been working for him only a short time, these people wish to know why you are restless so soon. Are you poor at sticking to a position? Has your employer already indicated dissatisfaction with your work? If, on the other hand, you have been working for him for some time, these other people will feel him to be a good judge of your work and they will be eager for his opinion. In fact, if everything has been going pretty well, you yourself may regard his rating of you as worth more than that of other previous employers for whom you worked when you were less mature and less experienced. In addition to his recommendation, you may need to ask outright for time during office hours for registering and interviews elsewhere, and this presents difficulties.

No two situations of this kind are alike; the secretary must solve her own problem. There is truth in the old proverb that a rolling stone gathers no moss. If you fail to prove helpful enough in your first position and also in several other "tries," your reputation will be marred by just so much. You will be known as a person who doesn't seem to "fit in."

If you are offered a new position and feel that it would be to your advantage to accept, you should give adequate notice to your employer—probably at least two weeks. Remember that you owe

him courteous appreciation for whatever he has done for you. Besides, for your own good, remember that you may need his name as a reference; the parting should be agreeable. It may be advisable to ask him whether you may use his name as a reference in the future. He may be willing then and there to give you a letter beginning "To Whom It May Concern." Such a letter, however, is not so useful as one written *directly* from a former employer to a business agency or to the employment bureau of a school or college, in which he may be more frank about your work in its less satisfactory aspects.

There is the chance that, instead of *your* "wanting to make a change," your employer is the one who wants to make the change. A dismissal for any reason whatsoever is not easy to accept, if you really wish to be retained. The cause of your dismissal may be reduction of business, change in office management, discontinuance of your department, or any one of many others not reflecting upon you personally. Or you may not have proved suitable for or adequate to the requirements of the position that you were expected to fill. If you have been "taken on trial," the dismissal is less embarrassing for both your employer and you. Keep your emotions under as strict command as possible, so that you will not say in anger words that you will later regret.

This, perhaps, is the first time that you have been face to face with what life demands of you and what you can give in return. Do not be discouraged. Find out quietly, if you can, what the lack in you has been; do not argue or offer excuses or defense. Learn what you can about yourself—and then go to someone who can help you do something about it. Do you need more schooling? If so, in what? Can you find a position that will use the points that this employer has found good in you? Do not waste your energy discussing with family or friends what seems to you to be the injustice of the situation. Gather up your energy and help yourself toward the right niche by every means you can summon.

Holding a position. When you have a position, do not go about saying, "Of course, it isn't exactly what I want" or "I had to take what I could get." These statements may be true, but when you have accepted a position, you should adjust yourself to the new environment, growing in resourcefulness, and doing acceptably

whatever you are asked to do. From the moment when you assume a position, say to yourself, "I can do it"; "I will justify Mr. Brown's choice of me." Don't let yourself stiffen with dissatisfaction, resistance, or apprehension. Carry yourself confidently so that your employer, too, will feel that you can hold the position.

AWAKE AT THE WHEEL

A Summary of Secretarial Qualifications for a Position

The alert secretary. "Send me a secretary who is alert!" That is one of the demands of the employer when he calls a business agency or writes to the employment bureau of a school or a college.

The alert secretary understands the business and realizes how her work fits into the whole picture. She watches directions as a driver watches signs. She keeps a steady speed customarily, accelerating her production when necessary.

The dependable secretary. The alert secretary can be depended on to carry through even monotonous jobs with an even interest. Her dependability rests on her initiative, accuracy, organization of work, memory, concentration, and disposition. For example, she must think for herself, aim straight throughout the day, plan so that she drives work instead of being driven, store an orderly mind with necessary details, center her thought on business so that emergencies do not catch her off balance, and keep a good disposition under ready control.

The adaptable secretary. The alert secretary brings to the office both perseverance and patience. She adapts herself to varied demands on her skill and ingenuity. She stays overtime or comes early. Exercising courtesy and understanding, she co-operates with her fellow workers. If she holds a rather subordinate position in a large concern, she is ready to co-operate with the many above her in authority, as well as with those who are more nearly of her own standing. If she rises to an executive position, she knows how to turn over responsibility and to share responsibility with equal grace.

The efficient secretary is able to adapt her time to necessary in-

terruptions, making a prompt "pick up" on the return. She takes adverse criticism agreeably and makes good use of it. If at any time she makes a mistake, she does not try to find an alibi or to shift the blame onto someone else.

The vigorous secretary. The alert secretary does everything within her power to present herself at the office door each morning fortified with vigor, ready for the day. Like the driver, she must have had a good night of rest or she may go to sleep at the wheel.

The adventure of being a secretary. These many traits, if you have them, guarantee that you will be awake at the wheel. They justify your right to a secretarial position. If you cultivate them to the full, they equip you for becoming the *unusual* secretary—not the one who has merely mastered speed in shorthand and in typing, indispensable though these are, but the rare one who has cultivated a *personality* that an employer will find of great commercial value.

This book, then, comes to a close with the secretary observing herself as she often has to do in a position. If you practice intelligently the principles of *Secretarial Efficiency,* you may look forward to the fullest enjoyment of *the adventure of being a secretary.*

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