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THE PRIVATE
SECRETARY'S MANUAL

THE PRIVATE SECRETARY'S MANUAL

A PRACTICAL HANDBOOK
FOR SECRETARIES AND EXECUTIVES

by

BERNICE C. TURNER, B.S., M.B.A.

Revised Edition

New York
PRENTICE-HALL, INC.
1946

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To My Father

JOHN LEMUEL TURNER

A businessman whose belief in the conquering power of honesty and industry has helped me to serve worthily in several types of positions

Preface to Revised Edition

Before *The Private Secretary's Manual* was written, the author had seen, in her work as a commercial teacher, as a secretary, and as an employer, that secretarial work calls into use a vast store of knowledge, aside from those skills in typewriting and shorthand which form its foundation.

The gratifying volume of sales of the first edition of this book and the many letters of commendation received by the author have indicated that both students and secretarial workers recognize and appreciate a manual based on practical experience, coupled with close study of current business trends.

When a busy day's work has been completed, few secretaries or businessmen have the energy or inclination to study a "dictionary of business data." In the first edition of *The Private Secretary's Manual* an effort was made to present this business information in a readable and interesting manner, with just enough humor interspersed to prevent the reading from becoming burdensome. Requests that the "human interest style" be retained in this revision have been gratifying indeed; we still like you to feel that when you read this book, you are sitting down with us to chat about your office problems.

In the present edition, additions and deletions have been made to bring material up to date (in some cases to anticipate future developments) and to cover points omitted in the first edition.

The list of individuals who have contributed helpful suggestions and information in compiling and revising this work is so long that specific acknowledgments cannot be attempted here. Especially helpful, however, have been the letters received from secretaries working in practically every state in the United States,

in Canada, and in Mexico, and the book reports submitted to the author by instructors who are using *The Private Secretary's Manual* as a textbook in their classes.

B. C. T.

Preface to First Edition

Secretaries are made, not born.

The two factors of most importance in the development of the "perfect secretary" are a teachable employee and a helpful employer.

The teachable secretary can take great joy in doing work increasingly well, but improvement can hardly be expected if the enthusiastic employee is not provided with standards of performance toward the attainment of which efforts may be directed. That secretaries are anxious to put forth their best efforts is evidenced by the fact that they are constantly seeking guidance from the schools from which they have been graduated. Indeed, it is fair to say that the question of improving the quality of secretarial work is often a graver problem to secretaries than to their employers.

The employer who does not know how to help his secretary—and many have not a sufficiently clear understanding of secretarial training to give clear instructions—should not expect to receive superior service. Owing to the confidential nature of secretarial work, seeking advice from outside sources is generally prohibited. True, the most valuable positions are held by those who lean least heavily upon their superiors (or upon others) for directions, but the fact remains that unqualified adherence to instructions is a secretary's best insurance against disaster. The clever worker will know how to ascertain precisely the employer's wishes, without subjecting him to unnecessary interrogation.

The author has seen much need for a book that will aid the employer in developing his secretary into the type of employee that every man covets for his office. Consequently, this treatise is designed to give information needed by the secretary on the job

and to clear up points that confuse the intelligent worker. The book may be read to advantage by both employer and employee. If the employer will underscore the points that he considers important, the employee will have a guide to what is necessary to meet his or her superior's demands.

All incidents cited to illustrate points actually happened, not in any one office, but in the many offices in which the writer, her students, and her acquaintances have been employed or have employed others.

B. C. T.

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PART ONE

What to Do
and
How to Do It

CHAPTER ONE

The Secretary and the Employer

"There is hope for the human race so long as it knows what it wants."

"Man can do anything, if he will do anything to learn."

What is secretarial work?

If you who are occupying secretarial positions were asked to formulate a definition which would adequately describe your work, you would find it difficult to satisfy even yourself. To make a definition which might be said to cover the whole realm of secretarial positions is like trying to describe prairies and mountains in one-word pictures. Few elements are common to all positions, and the relative importance of even the most common points of likeness varies greatly. Perhaps the first thing anyone interested in this field should realize is that the vocation usually requires hard work—and much of it. Consequently, the profession should attract only earnest workers.

People who admire a successful secretary often forget, or are unaware, that she has attained this enviable stage in her career only through a courageous struggle. One employment manager says: "I consider secretarial positions more difficult to fill than any other vacancies in the office. Not only are secretaries expected to be technically perfect, but they must be executives and diplomats without resenting the fact that others receive credit for the work they do."

Consistent effort necessary

Practically all books and articles on secretarial work picture it as a glorified occupation. That theory is good, for every worker

should be given a sense of the inherent dignity of his work. Nevertheless, the painting of a rose-hued dream picture by teachers who lack personal experience has sent many secretaries into business with the idea that all they must do is to secure the proper position and "live happily ever after."

In America we have been inclined to place so much emphasis on outstanding feats that we have been termed "a nation of thrill chasers." Slow, dignified, and consistent effort has often been obscured by our appetite for the spectacular. Extravagant statements have caused many secretaries to gain such an exaggerated idea of their own importance that they are not willing to do menial tasks while waiting for the opportunity to demonstrate their ability to do big things. A recent newspaper article described a secretary as a "glorified servant." If you wish to be valuable to your employer, forget about the *glorified* part of that definition and concentrate on being a *servant*.

Every honest picture of modern business will place secretarial work on a very high plane, but it will also point out that the price of success is rigid attendance to duty, constant study of one's work, a keen memory for detail and system, and adjustment to the moods of those with whom one works. Do not feel that these requirements are impossible of attainment, but realize that they are the price you pay for success. The discouragements of your work may overwhelm you after you lose contact with the inspiration of teachers and books unless you strive for improvement by getting new ideas and by constantly trying to see your work from your employer's point of view.

Weigh advice carefully

Any secretarial book will aid you in checking up your work, but no book can outline for you all of the qualities and qualifications which will make you a successful secretary in any one position. A book can only draw your attention to points which have contributed to the success or failure of other secretaries. Even in adopting good methods you will have to use discretion, for,

while many hints will be valuable to you, others will not harmonize either with your own personality or with that of your employer. Remember that there is no such thing as a successful secretary without a position; she is successful only through making good in some position. Your *wish* to be successful must be backed up by conscious effort to demonstrate your ability in the position you are filling. Simply to drift from one place to another in the hope of finding the "ideal position," without lingering anywhere long enough to become useful, is the way to certain failure. When you have made yourself a distinct help to your employer, you may feel that satisfaction which comes from being a true secretary, a keeper of secrets. No employer will place this confidence in you until you have proved your worth.

Opportunities for advancement

Secretarial work affords an opportunity to obtain inside information about any business. Officers of banks, lawyers, and businessmen often reveal the fact that they got the groundwork for their careers in a secretarial capacity. A secretary knows how problems are handled, the policies of the concern, and many confidential matters. Indeed, this very knowledge of details keeps many secretaries from advancing, for they become so engrossed in following routine that they forget to demonstrate that they also *think*. First, know your work; then, make that knowledge felt.

The fact that you may not be making an outstanding success in your present position should not cause you to believe that it is futile to continue in a secretarial capacity. Secretarial positions differ as widely as those who fill them. Do your best and your efforts will be noticed. Personnel directors are constantly trying to place diligent employees where they can do their best work.

Attitude toward work

Most secretaries have a very earnest desire to do good work. Their employer's satisfaction with some piece of work will bring a glow of happiness which colors their entire day. They are

equally quick to sense when something "just passes," and become very discouraged if they do not know how to better their efforts. Can you continue trying to improve your work in the face of silent disapproval, or will you finally lapse into the careless attitude of placing on your employer the burden of censoring your efforts?

Because happiness in any work is largely a mental state, concentrate on the task of taking the monotony out of the position which you have been fortunate enough to secure. Strive to conquer any dislike for routine work. A young artist, after spending several years in training for a specialized branch of commercial art, complained to a dentist that her work was so monotonous she was going into some other line of work. The dentist advised her to reconsider, saying: "You will find monotony in anything you do if you allow your thoughts to concentrate on the drudgery of your work. Were I to allow myself the luxury of self-pity, I could think of dentistry as constant drilling. I concentrate on the artistic, humanitarian, and social sides of my work and find it quite fascinating." This was the first time the young artist had ever thought of the glamorous career of this successful man as anything but one round of pleasure. She went back to her art with a changed mental attitude toward routine.

Specific preparation

Anyone who goes into secretarial work half trained has a hard struggle ahead. A thorough course in shorthand, typewriting, bookkeeping, English, and secretarial practice is desirable. This technical knowledge will not assure success but it will leave the mind free to concentrate on other problems as they come up.

A college diploma is not the answer to a businessman's prayer unless the holder has backed its possession with acceptable efficiency in shorthand and typewriting. Incomplete secretarial training causes the failure of many college graduates. Parents say: "I have spent sixteen years on Mollie's education and now she wants to go into business. Can't you give her a course in six weeks?" Few people would attempt to learn Italian or German

in six weeks, yet in speaking a language one can choose his own words, while in taking dictation one is responsible for the vocabulary of another.

Nothing is more pathetic than to see one who is not fitted for his position trying to master its intricacies. As one officer said of another, who had received his executive position through social influence: "Do they pay that man a salary, or does he pay tuition here? I have just spent half an hour of my time trying to explain to him something which should have been perfectly clear to him in three sentences if he knew his business." Unfortunately, such poorly trained people have to be tolerated in many offices, even though they do waste the valuable time of those who have trained themselves for their work. If an untrained person stays long enough in a position he secured and holds through "pull," he may, at the expense of others, learn to fill a niche fairly well. A secretary, however, cannot afford to be placed in this class. Though people are willing to give detailed instructions to low-salaried employees and will check such work, they expect a secretary to be capable of taking directions quickly and carrying them out with no necessity for checking by another. To meet this requirement you will not only have to know much outside the narrow realm of straight dictation and transcription, but you will also need these tools of your trade.

General background

Higher education aids one to see things on a broader scale, thereby permitting a more ready grasp of problems than is usually achieved by a person of limited education. A college degree gives a secretary confidence to meet others on an equal plane, but a degree always looks much bigger to the person who does not have one than to the person who does. For this reason the secretary who works for a college man often fails to place a proper estimate on those talents she does possess. On the other hand, a secretary with a college degree may fail to attain success under a self-educated employer if her academic training is made offensively

prominent and the employer is made to suffer by comparison. Fine discretion and restraint must always go hand in hand with superior scholastic attainment.

The broadening influence of travel gives one a basis for conversation and reading. A secretary who has interests beyond her own locality will not address a letter to "St. Paul, Illinois." She will know much about hotel accommodations, modes of travel, customs, and people—knowledge which will prove valuable in her work.

A social background is extremely important for many types of secretarial positions. Ease with people is gained only through mingling with others. A schoolboy or girl who misses social contacts in order to make high grades will have to pay for this loss at some future time. Association with only those of high social standing, however, is not sufficient for a business background; it is important to know people from all walks of life.

Experience

Too many people spend their time doing nothing of value. Attempt as many different things as possible. These experiences will aid you in doing new things when they confront you in the office. If you can drive a car, it may help you to adjust your typewriter. Dull people usually do not have life enough to go out and have a good time. They are not eager to learn new things, to see new places, and to meet new people. Hence, when they come into an office, they are forced to meet too many situations for the first time. The old proverb, "If you want anything done, give it to a busy man," applies forcefully to secretaries. The girl who does the most work in an office usually does the most things outside; one who claims she spends every evening caring for her office clothes seldom has a wardrobe which would tempt a burglar, and she is missing other contacts which would make her valuable.

Experience in one position will always be of help in another, unless habits and ideas thus gained have become so firmly rooted that one is not amenable to change. Neglect no opportunity to

become acquainted with another phase of your work or with a new kind of machine, for this knowledge may prove invaluable at some future time. Most workers place great stress on their experience, often to the point of being "all puffed up" about what they have done. No one should minimize the importance of experience, but everyone should realize that pride, like all admirable human characteristics, has its less praiseworthy aspects.

Training while in service

If you were not fortunate enough to have received a thorough training before starting to work, you will find that much can be accomplished while you are on a job. Never feel that your education has been completed because you are now drawing a salary. Perhaps the greatest values come from training received after you are certain what knowledge will be used. Try to learn something every day that will improve your office work. Too many secretaries are no better than they were when they first started work. They do each day's work in a routine manner, never putting more thought into it than is absolutely necessary. Methods change so rapidly that soon they find their system antiquated. This apathy is a serious handicap when another position must be sought.

Personal feeling of responsibility

The person who owns a business usually feels a vital interest in its success. Home ownership is encouraged because of interest gained through possession. Endeavor to develop such a personal interest in your work by thinking of your firm's business as your own. The girl who dismissed an error she had made with, "Oh well, it's their loss, not mine!" was soon looking elsewhere for work.

Attendance is usually a fair index of your interest. If you can stay away for a day without telephoning your employer, you surely cannot consider your work very important and will be lucky if your place is not filled by another. Tardiness is usually an evi-

dence of lack of self-control, even though we find various reasons to excuse it to ourselves and to our employers. If you would be of help to your employer, you must have a keen sense of the value of time.

Health is a supreme factor in assuming responsibility. Though a little mental self-discipline goes a long way in curing some ailments, a secretary must form regular habits of living in order to develop and maintain the physical strength to work well. The time is coming when to complain of illness and to lose work because of it will be looked upon as a disgrace. Put yourself in the vanguard of those who are "making America physically fit." If you cannot be regular in attendance, find yourself a part-time position; never just let matters drift along hoping that no serious conflict will arise.

The secretary who spends fifteen minutes in smoking or otherwise dissipating her firm's time can scarcely be said to have a proper attitude toward her work. Some secretaries, though responsible for a private office, will sit in a rest room until called to perform a duty. Even though a secretary's presence in the office is not needed, employers have learned to beware of the person who must constantly be sought in rest rooms, smoking rooms, washrooms, or other retreats. Much scandal and worthless gossip are generally absorbed, and frequently confidential information leaks out through those channels. Little information for increasing office efficiency is ever carried away from a rest room.

The Wage and Hour Law

Probably no group of workers were more in need of protection by this law than were secretaries. Mill workers were found to be receiving a minimum wage of sixteen dollars a week for work which required little or no training and very limited educational background. In offices, on the other hand, many a well-educated secretary was virtually a "jack of all trades." Her hours were usually very irregular and long, and often her salary was not more than ten dollars a week.

The Federal Wage and Hour Law provides that employees covered by it be paid a minimum of forty cents an hour for regular hours worked, and time and one-half for hours worked over forty per week. However, if your salary is thirty dollars a week or more and if you perform "executive" duties, or if you are paid at least two hundred dollars a month and your duties are of an "administrative" or "professional" character, you would not be covered. Furthermore, to be covered, your duties must come within the scope of interstate commerce. Many secretaries, therefore, are not subject to the provisions of the Wage and Hour Law.

If you are not sure of your status under this law, write to the Director of the Women's Bureau, Department of Labor. You should contact the Wage and Hour Division of your local office of the Department of Labor to see if you are entitled to overtime.

Overtime usually a bad habit

Occasional overtime is a necessary evil in most offices. Accept such calls cheerfully and do not expect arbitrarily to arrange your outside activities to conform strictly to scheduled office hours. However, habitual overtime is usually an indication of poor management. Secretarial overtime usually develops because duties are so gradually assigned to efficient secretaries that no one realizes the amount of detail being assumed. Learn to delegate to someone else work which you cannot handle easily. If you are always hurried to get your work out on time, analyze the reason. Unfortunately, employers do not always realize the burdens they are putting upon willing employees.

Reduced office forces have even made it necessary for one person to assume the work formerly done by three or four. Until all companies learn that cutting down a working force must be done with deliberation, secretaries will be in danger of having to cope with economy policies instituted in a mood bordering on hysteria, rather than in a spirit of sane and businesslike planning.

If the management forgets that, when it cuts down its secretarial force by one-half, it must cut down its secretarial work as

well, you may have to bring the situation to its attention. Every piece of work you do should be scanned with the question in mind, "Is this work really necessary?" You will surprise yourself and others by the amount of work this test will eliminate. Much routine is carried on just because no one has realized it is no longer useful.

Attack your problems at once. Work done in the early morning is usually done better than work rushed through before closing. A common type of unfair demand made upon a secretary's time comes from lack of system on the part of an employer. What can be more annoying than to have a man stroll into an office and start dictating just before five o'clock, especially if he has wasted practically all day! One young woman developed an aversion for chocolate bars because the sales manager of a large textile mill ate them all morning, while he minutely discussed every event of his previous evening with any individual who would listen. About two o'clock he would settle down to the morning's mail. Nearly always when he went to the five o'clock sales meeting, he would leave his secretary with these words, "Stick around so we can finish this work." He might not come back until seven o'clock, at which time he would often rush off to keep a social engagement. It has been just such thoughtless infringement on a secretary's rights which has made it necessary to regulate hours and wages by law.

If your employer is a born procrastinator, exhaust every possibility of forcing him to do his work on time. Go to him with some correspondence and ask him if he wants you to answer it. Interruptions such as this may bring his mind back to his work, and he can often be made to believe that he wanted to get down to work early in the day.

Pride in efficiency of office

Believe your work is important and you will make it so. A girl went into the office of a man who tried to pass all details on to others until he was forced to invent work to occupy his own time.

When not busy, the secretary would solve problems herself instead of giving them to others. Upon being questioned as to why she bothered with those matters, she answered, "I want to make this office the most efficient in the organization; people will not have confidence in us if they suspect we do not know how to give them service here." The executive saw that his attitude was wrong and coöperated with his secretary. In five years that officer was made president of his concern. People are always quick to sense the distinction between merely "passing the buck" and the delegation of details to others to avoid congestion of work.

Attitude toward self

Most secretaries really believe they are inferior, although they often assume an overbearing attitude to hide this conviction. They fail to give their best because they underrate their ability. They hesitate to contribute their ideas because they are not sure of their value. This mental uncertainty, which hinders advancement, was condemned by a bank official in these words: "Men secretaries usually speak to you and then take a step backward; they are not men who can stand up and talk to you as an equal." As long as one doubts his own ability, that uncertainty will be conveyed to others and shake their confidence.

Evaluation of self

Because secretarial work is dignified and honest, you are most unwise if you let your mind play on comparisons of either inferiority or superiority. Too much introspection is fatal to progress. If you are not mentally, morally, socially, and spiritually the equal of the man from whom you take dictation, grasp every opportunity to bridge that gulf. Because you must relieve your employer of much of his work, you should realize the truth of this maxim: "Equal education and practice make individuals much alike in achievement."

The attitude of many businessmen kills self-respect in their secretaries. Almost anyone finds difficulty in maintaining a high

regard for his own opinions when superiors make it evident that they do not esteem those opinions highly. Many employers treat their secretaries as coworkers and so help them to develop sound judgment. The president of a large gas company is proud to say that he was formerly a secretary, while an executive of another organization says, "I was a secretary for nine years, but I don't want the fact known to anyone." An analysis of the secretarial experiences of the two men would probably reveal that their employers were largely responsible for their different attitudes. If you can hold to your ideals until they are recognized, your employer will be gratified to have you reveal to the world that he helped you. Try to make him realize now that he is partly responsible for your success.

Art of improving one's personality

No one is born with "personality plus." Some get an early start in acquiring a pleasing personality, while others, in childhood, are allowed to develop traits which require years to eradicate. A splendid way of checking up on yourself is to use one of the numerous personality charts in common use. Get someone else (perhaps your employer) to rate you also. Compare the ratings to see where you differ. Maybe you are not conveying to your employer a quality in which you think you are strong. These analyses have been mutually beneficial to employer and employee when both have tried to make them a basis for constructive aid. A secretarial self-rating test is included in the last chapter of this book and may be a guide to you.

Acceptance of criticism

Criticism provides us with a means of becoming aware of our failings, and we should welcome it. Few realize the mental anguish inflicted by withholding frank comment on work which is not satisfactory. A secretary who is dismissed without being given a chance to improve has a right to feel unfairly used. One firm treats its secretaries royally, until suddenly they are called

to the personnel manager and told they are being discharged because of unsatisfactory work. No secretary has ever been able to find out what was wrong with her work, even though it had apparently been satisfactory for as long as four years.

Constructive criticism is generally well thought out and is intended to be helpful, but destructive criticism is often unreasonable. It takes a strong character to weigh unkind comments and accept them for what they are worth. The fact that someone does not agree with you is not necessarily a reason to believe you are wrong. The question as to whether you will take or leave advice is one which you must settle for yourself. However, if you care enough for your work, it is sometimes necessary to yield points which seem important to you.

A cheerful, interested, and gracious atmosphere makes an office a pleasant place in which to do business. Some trivial thing may destroy this harmony. Frequently we could overcome mannerisms which annoy others if we were made conscious of them. Few people resent being quietly spoken to about either themselves or their work if the criticism is made to them direct instead of being relayed to them through a disinterested person. Relayed criticism places undue emphasis on minor failings.

Art of maturing gracefully

Age is a boon to anyone with the will to make it so. With maturing years comes a wealth of experience from which to draw. Things which seem a tragedy to the secretary of eighteen will seem trivial to the secretary of forty. When women realize that "perpetual youth," valuable as a beauty slogan, seldom wins the businessman's favor, they will be more successful in attaining the business equality for which they strive. Men are not willing to place responsibility on a child, and the girl of twenty-five who apes a high-school girl should not resent the fact that her position is scarcely better than that of a beginner.

Though this affectation of youth is a fault commonly attributed to women, men are often equally guilty. Disappointed at not

being executives, men in lower positions assume an attitude of extreme youth, thinking that an air of boyishness hides their lack of business progress. This juvenile pose frequently stands in the way of their advancement. They miss the advantages to be derived from associating with successful men. Strive to make yourself attractive to older persons, for close observation of their thinking processes may teach you much.

Attitude toward employer

Because of the picture which has been painted of "big businessmen," many secretaries go into their work expecting to find supermen who will always do everything in exactly the right way. If employers realized the greatness with which they have been clothed, they would be afraid to meet their secretaries, knowing how impossible it is for them to live up to expectations. Instead of being convinced that you have been cheated in the employer you have found, try to understand that he is a human being who often unintentionally makes serious mistakes in the way he endeavors to get you to do your best work. Do not let your disillusionment regarding your employer's infallibility cause you to lower your secretarial standards accordingly.

Sympathetic understanding

The world's great men and women have often tried to name one or a group of qualities which gained for them distinction and success. A real accomplishment is to find the combination, fittingly exercised or curbed, which will make you *understanding* and *understood*. The plain fact is that nobody is understood by anybody else. To be alive is to be misunderstood. Young people cry out more often about this than their elders because they have not yet learned the futility of beating their wings against the cage of individuality. This does not mean that you should not try to comprehend what is wanted, but it does mean that you should not worry unduly because some of your efforts are misinterpreted.

The greatest aid in clearing up unavoidable misunderstandings is frankness. If you are not satisfied with your employer, tell him about it. He owes you the same courtesy. If you cannot rectify the differences, it may be necessary for you to move on. Be equally quick to let your employer know when you appreciate things he does. As one secretary said: "I would do anything for my employer because when I make errors once he does not remind me of them every day thereafter. One day after I had made a very serious error, I thanked him as I left for his forbearance in not checking up on my work. He said, 'Well, I knew you were very much upset about your neglect yesterday, so there was little likelihood that you would forget again.'" What a sane attitude to take! Can you as a secretary use the same forbearance? Check yourself to see that you are not constantly reminding your employer that he cannot be trusted simply because he has slipped up on something once or twice.

Though success might be easy if you could secure a position with a man who represented to you all that is finest and best in manhood, you can often be of greater help to an employer who is far from perfect. Your experiences and training will fit in and supplement his good qualities. Probably you have a position with a man whose training, ideals, and ideas are absolutely foreign to you. Adjust yourself to this new situation by thinking as little as possible of your employer's failings and by concentrating on his strong points. Above all, do not discuss his faults with the office force. Better let them think that, although your god has feet of clay, you do not know it. You will be surprised at the mutual benefit which can be derived from an association which at first seems most uncongenial.

Childhood training

Some educators say that, given charge of a child for the first seven years of his life, it does not matter what happens to him thereafter; the influence of his early training will persist. If this is true, even in part, we must allow much for peculiarities of

office workers. The world-renowned man who walked off with merely a nod to his host's secretary who had spent two days in working out details for the visitor's return trip had little thought of giving offense.

A person's place in a family frequently influences his entire life. The older child is often an habitual dictator and the younger child a dependent individual. An only child sometimes finds it difficult to adjust himself to others. A very keen executive could not get along with any secretary or with fellow employees because he had been accustomed to working alone all his life. A casual visitor to the office was much impressed by his "company manners," but years were needed to discover a secretary who could analyze the situation well enough to realize the handicap under which the sterling qualities of the man were hidden.

Fits of temper, sulkiness, sarcasm, and similar qualities are hangovers from a maladjusted childhood. Usually they are overcome largely by sympathetic understanding on the part of associates, coupled with strong desire on the part of the person himself. Perhaps a secretary can be of more assistance to an employer in this struggle than any one of his friends. Do not destroy your opportunity by undermining your employer's confidence in you through malicious gossip or by evidencing your disapproval in an objectional manner.

To think that you can completely eradicate all of your employer's undesirable traits is usually fatal to your happiness. You were not hired as a reformer. Although you may side-track much disagreeableness by warding off situations which arouse unpleasant traits, they will reappear at most unexpected moments to destroy your faith in your own efforts. Endeavor to forget the sting and begin over again when each storm is past. A subofficer in a large organization was inclined to write sarcastic letters. After he had dictated a letter to a new secretary, she asked him if she should change it. When he surprisedly asked the reason, she said that the letter sounded sarcastic. He retorted, "I meant it to be." Calmly she looked at him and remarked,

"Oh, and psychologists say sarcasm is the natural reaction of a second-rate mind!" Her earnestness impressed her employer and he asked her to change the letter. Their work together was so harmonious that everyone forgot that the man had this disagreeable trait until after the secretary left to be married. Extremely annoyed by less efficient help, the officer once more burst into a tirade of sarcasm which astounded the recipients of his correspondence. Age had not sweetened his bad disposition, though an efficient secretary had been able to hide it for some years.

Home environment

Nothing can take the place of a happy home life in the success of a businessman. Most men have to attend to their work in the face of illness, death, and other family worries. Though they may answer inquiries about their troubles, they usually prefer to be allowed to forget, at least temporarily, those distracting influences. Listen to what is told you, but do not ask questions. Try to help your employer free himself of office details, so that he may go home if he desires; but while he remains in the office, let him work. A feeling of usefulness is often an important element in sustaining a man in time of trouble. Above all, do not allow your sympathy to become so stamped on your countenance that it is a constant reminder of the sadness your employer is trying to relegate to the back of his mind.

Always treat your employer's home life with respect; he will then find it easier to see the nice things in it. Discourage conversation about family disagreements, for it is easy to become involved in matters which do not concern your business associations. Unfortunately, some men are struggling against conditions which are taking their thoughts from their work and sapping their vitality. The alert secretary will see this, but any aid she might give is always open to question. Though one is frequently judged by appearances, widely heralded "enticing tendencies" of secretaries usually have their basis in a most worthy desire to help. Remember that the best help is not to bear another's troubles

for him but to help him bear his own burdens. You will have enough trouble with office problems without allowing yourself to become in any way responsible for straightening out extraneous misunderstandings.

A secretary may sometimes be of value in pointing out to a man some thoughtlessness which is seriously interfering with his work. During the War, an efficient man of forty had charge of one hundred fifty executives in a big Government plant. Everyone treated him with deep respect until after the birth of a daughter. Instead of accepting this responsibility gracefully, he made unnecessary remarks about the child's crying. In two weeks the men were greeting him with a chorus of: "You look sleepy!" "How's the cherub?" and similar remarks, in reply to which he would complain in a most amusing manner. His secretary, seeing that his inability to meet this new situation was undermining his office discipline, was at a loss to know how to approach such a delicate subject. One morning, after a particularly hilarious greeting by the men, he turned to his secretary with the remark, "You look thoughtful this morning." She replied: "I was just wondering if the mother of that child would feel very happy to know that it has become a subject of conversation in this office. We women are usually unaccountably sensitive about not receiving sympathetic understanding in new and trying experiences." The employer said, "Thank you, I had never thought of that." On the following morning his reply to the office greeting was, "Just fine—has a disposition exactly like her father." Some days later he brought in a picture of the child, which he proudly showed to those who had been teasing him. No one ever knew what had caused the change in his attitude.

Former associates

Vulgar stories, swearing, and poor English are often the result of former associations that required nothing better. To overcome these speech habits is a struggle which calls for the best

in a man. It sometimes calls for supreme tolerance on the part of a refined secretary not to show disgust for the man who has these faults to correct. If you become militant about the matter, your employer will probably do nothing to make the office atmosphere more pleasant for you.

A man who has worked with an inferior type of stenographer in his lower positions will find it hard to have proper regard for the intelligence of a person who handles his work when he becomes an executive. It may never occur to him that people judge his background and his present position by the deference which he accords to those under his supervision. You will have to be patient until you make him feel your personal worth.

Present surroundings

A good executive does not broadcast his office problems, but you can easily see that many of the men with whom your employer has to work are not giving him their full coöperation. Constant vigilance in such situations will enable you to make things run along more smoothly. Do not lose a letter, forget an appointment, or otherwise irritate a man who is looking for something about your employer to criticize. You may find it difficult not to show resentment toward anyone whom you believe to be unjustly critical of your employer, but it is usually best to feign ignorance of a rift. An opponent's anger will be intensified if he gets the impression that your employer has discussed their differences with you. Despite your politeness to his enemy, your employer must always have your loyalty.

Making an employer do things

Nearly every employer likes to be kept up to a certain standard. One employment manager will not hire a secretary who he does not think has the ability to stand by her convictions. The manager says, "Make them mad; that is part of your job." Though discretion must be used in this matter, "the peace that passeth un-

derstanding" is not always an office asset. Samuel Butler's rewording, "the understanding that passeth peace," is often more fitting between a secretary and her employer. Only long association and absolute loyalty on both sides can give an understanding which brings peace, despite some of the rather harsh things which must be done at times. Though your duty may make it necessary to annoy your employer temporarily, do not become discouraged. Few people enjoy or admire a person who agrees with their every thought; you will probably be respected because you demonstrate courage enough to do your work well in spite of opposition.

Seeking clear instructions

Do not expect your employer to be an experienced teacher, for he has probably not been trained in the technique of imparting knowledge. Can you sense the fact that he may not be deliberately trying to bewilder you? Coming from school into an office, you will find it difficult to use aggressive means in getting information which would have been carefully measured out to you by teachers who have spent years in learning how to give instructions. This vagueness of directions was, in one case, so marked that a secretary who was loyal to her employer exclaimed, when she heard that he was contemplating buying a puppy for his little girl: "Oh, why doesn't he get a dog? He couldn't train a puppy." Anyone who has worked for a man with this common failing will understand what that secretary must have gone through to feel so deeply about a puppy.

Attitude toward fellow employees

Much of the success of any secretary is dependent upon the respect and coöperation of other employees in an office. Most people admire a capable employee who is willing to assume his share of the work without asking too much assistance from associates. Always greet fellow workers cheerfully, cordially, and naturally, but remember that few people care to be burdened with your troubles.

Interest

Know the work of those with whom you have direct dealings. Make the acquaintance of as many others as possible. Never fail to take an interest in their accomplishments. Be interested in the things they are trying to do. One secretary won the undying devotion of the office force because he was always bringing them a clipping of a joke, an article, or a sale, saying: "This made me think of you," or "I thought you might be interested," or showing some similar evidence of good will. For instance, an office boy, interested in going on to school, was grateful when presented with a school catalogue.

Always treat messenger boys with the respect you would desire from your employer. Above all, do not scream at these growing boys, for their impressionable minds retain your attitudes as an example of a person higher up on the business ladder. Insist on good work; even though boys are often foot-weary, they must learn to carry on despite fatigue. On the other hand, do not unnecessarily burden office boys with trips which could be eliminated through a little forethought on your part. One messenger in a large office put a pedometer in his pocket each morning when he started on his rounds. He found that he had traveled three hundred eleven miles in the first thirty days, although he never left the building. Remember that your interest may inspire these boys to do bigger things; indifference may kill even a spark of ambition which another has kindled in them.

Discretion

Realization of the confidential nature of your work will cause you to be slow in making a confidant of anyone in an office. When faced with direct questioning about some important matter, you will often be puzzled to know what to say. A secretary who guarded the secrets of contracts covering thousands of dollars made it a practice to look laughingly into the face of a questioner and say, most unconvincingly, "I don't know." An employer

who bragged that he could elicit any information he wanted from any secretary gave her up in despair. Her facial expression told him nothing, while her sweet manner was a perfect way of reminding him that he had overstepped the bounds of propriety.

Women employers

Consistent use has been made of terms that apply to men employers. This has been done only for convenience. Any suggestions given here apply to superiors of either sex. No special technique need be learned by a secretary who works for a woman. In justice to this minority group, testimony gathered from a number of secretaries who have worked for both men and women would seem to disprove the common belief that secretaries dislike working for women. One girl said: "Women employers work hard themselves, or their positions would be given to men. They expect more of a secretary, but I do not object to working hard if an employer does an honest share of the work. True, women are very frank in telling a secretary what is wrong with her work, but this frankness pleases me because I want to satisfy my employer."

Another secretary said: "As a result of the many articles written by men or their admirers, a girl goes to a feminine employer with an idea that she will be unfairly treated. Really, women are quick to see the employee's side of a matter if it is honestly presented. For instance, women are very considerate of your desires in the matter of holidays. They plan your time far enough ahead so that you can get the most value out of free time. Every man I ever worked for would say, 'Take tomorrow morning off,' when there wasn't a thing I could plan for the week end. This offer, which was usually a penance for his injustice of the week before, always made me resentful. The previous Saturday I might have had a chance to go for a trip, but he would make no effort to arrange to relieve me that morning or would delay until arrangements to go could not be made. A slight hint would have

caused a woman to reason out whether it was possible, or advisable, to arrange to give me the morning I wanted."

A young man who worked for a woman employer said, "I had two years' experience working for men, but this woman has it all over them when it comes to knowing her business. She requires good work, but I am learning faster under her tutelage than I ever did under men in this field. Strange as it may seem for a college athlete, I am quite content to become feminized. A man who can't do work as well as a woman should be made to sit on the side lines and weep."

The foregoing opinions are cited, not as a brief for women employers, but to free you from prejudice if you find employment with a woman. Women employers as well as men can be extremely disagreeable upon occasions; unpleasant traits of character are a matter of individuality and not of sex.

BOOKS THAT AID IN FORMING SECRETARIAL ATTITUDES

Secretarial Efficiency, Frances Avery and Frederick G. Nichols, Whittlesey House, McGraw-Hill Book Company, New York.

The Secretary's Encyclopedia, Edward Frank Allen and Mari-
anne Meade, The World Syndicate Publishing Company.

The Secretary's Handbook, Sarah Augusta Taintor and Kate M.
Monro, The Macmillan Company, New York.

The Secretary's Book, S. J. Wanous, The Ronald Press Company,
New York.

Standard Handbook for Secretaries, Lois Hutchinson, McGraw-
Hill Book Company, New York.

How to Become a Private Secretary, Pitman Publishing Corpora-
tion, New York.

Secretarial Studies, Rufus P. SoRelle and John Robert Gregg, The
Gregg Publishing Company, New York.

Secretarial Training, Edward J. McNamara, The Ronald Press
Company, New York.

Training for Secretarial Practice, Sarah Augusta Taintor, Mc-
Graw-Hill Book Company, New York.

Personal Power in Business, Charles W. Gerstenberg, Prentice-Hall, Inc., New York.

Psychology Applied to Life and Work, Harry Walker Hepner, Prentice-Hall, Inc., New York.

Personal Efficiency, James S. Knox, The Gregg Publishing Company, New York.

Personality; Studies in Personal Development, Harry Collins Spillman, The Gregg Publishing Company, New York.

Developing Sales Personality, Elmer E. Ferris, Prentice-Hall, Inc., New York.

Business and the Professions, Rudolph M. Binder, Prentice-Hall, Inc., New York.

Author's Note: Almost constant revision of books in this field makes it seem wise to omit in this volume all dates of publication and revision. This practice throws on you the burden of seeking the latest revision (a real secretarial duty). While recency is a desirable characteristic of most material, many older books contain valuable information that has not been replaced by later works. Every office should have in its files the latest catalogues of publishers of business books.

CHAPTER TWO

The Secretary as a Stenographer

The greater the difficulty, the more glory in surmounting it.
Skillful pilots gain their reputation from storms and tempests.

—EPICURUS.

Shorthand skill

Although a few secretaries are relieved of stenographic work, shorthand is the written language of the profession. A slight knowledge of the subject will not suffice; you cannot afford to have less than a thorough mastery of the principles of the system you write. If you must stop to think how to write any appreciable number of outlines, your speed will be retarded. No one speaks a language well until he does away with all attempts at quick mental translations and starts to think in that language. Only then does it become a direct and easy vehicle for expressing his thoughts. In like manner, shorthand must be made a vehicle for facile recording of what you hear; there must be no pause for mental translations from longhand into shorthand. (Secretaries who use machines rather than notebooks for taking dictation must maintain proficiency in their method of taking dictation.)

Theory

Review your text from time to time in order that you may not wander too far away from the principles it sets forth. This practice is so important that some employment managers will not hire a secretary who boasts that she writes her own system. One fast writer says that he goes through his manual once a month. If you try to get through yours once in six months, you will find that you will be able to speed up your work considerably. The manual

is not a book to be studied through once and discarded, as is done by so many students. You will be surprised to find that there are a large number of points which you readily absorb now that made no impression when you were first studying the text. As a student, you had no tangible experience upon which to base your learning.

Necessary textbooks

Keep the manual, a shorthand dictionary, and a phrase book in your desk. Many times you will look into them to see how to write some new outline that you have not met before. Of course, when you take dictation, you will write the outline as you think it should be written, or you will make some hieroglyphic which you will be able to remember stands for the word. What a satisfaction to be able to turn to your shorthand dictionary when you are transcribing and find that you were right!

Vocabulary

The average businessman does not use a large vocabulary, but as J. N. Kimball says, "It is hard to find the man who is carrying the same cargo as you are." An employer's vocabulary may be extremely limited and you may have a well-rounded knowledge of English, but he will commonly use some words that you do not even know. Consequently, you will be forced to learn new outlines to make your writing vocabulary conform to the dictator's speaking vocabulary. Often you may remember most of the work a man dictates, but you cannot afford to let your stenographic ability lapse. Shorthand quickly deteriorates to such an extent that one's ability to get the dictation of a man in a routine position may not be an asset when taking dictation from a person in a different line or department.

Incentives

Because it is difficult to study by yourself, get in touch with the publishing company sponsoring your system of shorthand. Very

likely it publishes magazines, tests, contests, and other incentives to help a secretary keep up to date.

Evening schools and special shorthand classes are composed of thousands of efficient secretaries who are perfecting their knowledge of shorthand theory. In one school, a class is maintained for those holding high-grade secretarial positions where they are given a little speed and much theory. A girl who entered this class attended for two years. When the personnel director accidentally found that she was enrolled in the school, he called her to his office and inquired: "You are the oldest girl here, in point of service, and the highest paid. What does this school work mean?" She replied: "I never had any trouble in getting the letters here, but I was often troubled over an outline. I decided to enroll for a few weeks and review my principles. Since I have mastered them, I continue in order not to forget. Maybe I pay tuition because I like the teacher, but I really do get something out of her classes each evening." You may find that the inspiration of a teacher and classmates one or two nights a week provides just the incentive you need to improve your knowledge of shorthand principles.

Penmanship

One of the chief causes of poor transcription is poor penmanship. Are you making a distinction between your light and heavy strokes or between your long and short strokes? Lack of uniformity puts too heavy a burden on your ingenuity. Is your writing approximately the size of that used in texts? Size of notes is one of the first things to consider in improving your writing. Are your tools conducive to clear writing? Only a pen or a very sharp pencil will make outlines that are readable.

Pen-written work

A pen has the advantage of keeping notes clear, regardless of the amount of handling to which they may be subjected. Pencil notes often become so blurred as to be illegible. Clear notes

prevent eyestrain, a point worth recognizing in stenographic work. Reading pen notes, even over a long period and under poor light, will lessen that strain. As children, we learned to write with a pencil, forming careless habits because the main emphasis was put on the language aspect of writing. After we had learned to write fluently with a pencil, we were introduced to pens and told to do our very best work. The extra care exerted to make pen-writing better than ordinary pencil-writing usually brought good results, but there was a tendency to write more slowly. Pen-writing, to be effective, should have been used from the very beginning of your shorthand work, in order that this tendency to write deliberately may not retard speed in taking notes. However, you can probably learn to use a pen quite successfully, even though you have used a pencil for many years. Get a fine, lightweight pen; some writers even remove the cap to secure a maximum of lightness.

Speed

Time lost between outlines is usually the reason for slow writing. If you would become a speedy writer, try to minimize this time by going from one outline to the next without hesitation. Be sure that no pause is due to a fundamental lack of knowledge of the principles; then do not be too conscientious about writing every outline perfectly. Get something down for every word. Write names and addresses in shorthand, putting the longhand in above if necessary. A habit of writing proper nouns in longhand is poor because the dictator usually reads on very quickly. Partial indication of an address in longhand often leads to errors. Proper names are not difficult to write in shorthand if you form the habit of indicating them in that way. If necessary, write the longhand spelling above a shorthand outline, but use only the shorthand outline for all repetitions of the name.

Do not erase shorthand notes or scratch them out with a needless number of movements of the pen, as this wastes time. An

oblique line drawn through an outline is sufficient to indicate deletion.

Office dictation

Secretaries first going into business always ask how fast men dictate. Much depends on the man and on the type of work being dictated, but the final test is usually how fast you can take dictation. The average man finds some fascination in the speed with which his dictation can be taken. If he picks up something he can read, he is likely to forget that you are not a reporter and will read it at a very fast rate. These spurts of speed which test your ability usually do not last long. When a dictator is thinking as he dictates, he makes such long pauses that you will have to make a studied effort to keep your attention from wandering. The self-control which you must exercise not to tap your pencil, smooth your hair, or otherwise distract his attention will often make you so nervous that you will be almost ready to jump out of the window. However, refraining from showing annoyance is the price that you must pay for success. You will find it much easier to wait if you try to determine what you would say if you were dictating. Usually, you will require much more time than a dictator is consuming to finish a paragraph. You may be called on to furnish a word, but do not volunteer it unless you know that it will not distract the dictator. Pauses frequently offer you an opportunity to go back over your notes and improve those that probably would be hard to read in a few hours.

Developing and maintaining speed

Few positions furnish dictation fast enough over any period of time to increase a secretary's speed of writing. Any gain in speed which you make after leaving school will probably come from self-directed practicing of outlines, special dictation classes, and the general knowledge you will absorb about the particular

business in which you are engaged. Special effort will have to be put forth to maintain a practical speed while working in some offices. On the other hand, what is often erroneously called speed is really not worth anything from a practical standpoint. People who are graduated from schools purporting to require a graduation speed of one hundred twenty words a minute often can neither take nor correctly transcribe fairly simple material dictated at forty words a minute. Your speed should be rated on the basis of your ability to take solid matter for at least five minutes. A short, simple business letter is not a true test of shorthand proficiency.

Interruptions

If you are not getting what your employer is dictating, do not hesitate to ask him to repeat. It is foolhardy to go on pretending you are getting everything when you are not, for incomplete notes will do you no good when you start to transcribe. A man has far more respect for the secretary who knows that she is not getting dictation than for one who tries to bluff through a letter. The employer knows what he wants to say and usually does not object to a little necessary repetition. When you do not understand the context, it is safe to wager that the recipient of the letter will not find it clear. Probably a whole sentence needs rewording. You can help your employer by drawing his attention to lack of clarity. Even professional authors often have many people read their manuscripts before submitting them to the printer, because they know that material which is perfectly clear to them may mean absolutely nothing to a reader. As you are the only person who can help your employer detect his failure to express any idea clearly, do not hesitate to render him this service.

When an employer interrupts to insert material in dictated matter, do not try to write the shorthand in above, unless only a few words are needed. Write *Insert* in shorthand and put a ring around it. Below, draw a wavy line and write in an uncramped style the part to be inserted. End with another wavy

line, which can be distinguished from the straight line indicating the end of a letter.

Proper time to interrupt

The time to interrupt is usually a matter of discretion. Sometimes it is well to try to get an entire sentence and then go back and read it over until you come to the place where you missed a few words. Many men forget what they were going to say if there is an interruption in the middle of a sentence. Others prefer to stop at once.

An older woman who had been with one firm for a long time was compelled to move to another city. When she applied for a new position, girls heard her term herself a "crack stenographer." The first day the president of the company, taking her at her word, dictated at his usual speed. Though the work was very technical, she never winked an eyelid while taking the dictation; nor did she ask him to repeat anything. Other secretaries marveled at her speed. As soon as the man left the room, she started going around the office asking first one and then another of the secretaries to help her figure out what he might have said. After several interruptions, one of the girls refused to stop, saying, "I think 'cracked' instead of 'crack' would be the word to describe you." To an outsider, and even to a businessman, this might seem like an extreme case, but shorthand writers in any large office can cite numerous examples of these parasites who prey upon the time of others. Secretaries are usually very willing to help you to a limited degree, but they have their own work to do. If they are working under a strain themselves, their nerves will probably snap under this added burden which you are imposing on them. Do not waste your own time and that of others in trying to figure out what never was clear to you.

Holding a dictator responsible for his work

A man who dictates with a pipe in his mouth, who gazes out of the window, or who walks the floor puts an unnecessary burden

on the secretary to whom he is dictating. Unfortunately, such men are not always patient in repeating poorly enunciated passages. You will need to develop a keen sense of hearing in these cases, but it is only fair to hold a dictator responsible for your getting the context.

Harsh methods are sometimes necessary to awaken a thoughtless employer to a sense of responsibility for his own work, especially if he refuses to give needed information, because he knows others will find for you what he is too lazy to get himself. You cannot afford to impose upon the good nature of others to hunt an address in their files or to look through several source books for the correct name of a firm, even though they would willingly help you out of a dilemma.

The secretary to a junior officer, who would neither give her necessary information nor tell her where she could find it, always went to a busy vice president and got the data. Each time, she mentioned the senior officer's help when she handed the letter to her employer to sign, pretending she thought he would be interested in knowing these details. The young man became exasperated to think that his superior should be bothered and that his own ignorance of details should be revealed, with the result that he began to take great care to give the secretary any information she needed.

Art of questioning

Many questions show a lack of initiative; one may be asking information to avoid searching for it. Of course, in any new work it is absolutely necessary to ask some questions in order not to waste time. An intelligent secretary will give some thought to cloaking her interrogations in the least objectionable form of question. For example, instead of continually repeating, "What?" "What did you say?" "Beg pardon?" or any of the other inane forms used to secure repetition, a wise secretary will say: "That name is new to me" "Where will I find Mr. Smith's title?" or "Would you mind repeating that sentence; the context is not clear to me?".

The art of wording a question is of prime importance; it is one of the ways in which you express your personality. A man will often broadcast remarks about the extreme dullness of a girl who asks, "How do you spell 'Smith'?" He will not think of her as particularly ignorant if, with a twinkle in her eye, she says, "Does that man *still* spell his name S-m-i-t-h?" Of course, if you are to be handed the correspondence to which your employer is replying, you will not have to ask for addresses, but you should unobtrusively check to make sure that the names are clear in the signatures of the letters you are answering.

Try to make your questioning a means of checking your own judgment and memory. A customer, returning to a restaurant after a three years' absence, was made to feel very much at home by a waiter who said, "You take cream in your coffee, do you not?" If his guess had been wrong, he would have received the desired information just as readily as though he had asked, "Do you take cream in your coffee?" Train yourself to think before you ask a question.

The notebook

A line should be ruled down the center of each sheet in your notebooks if they are not already so ruled. Write on one half of a sheet; then go to the top of the second half. As you start down the second column, insert the left index finger under the sheet on which you are writing and with the thumb and index finger slowly move the sheet upward. When the page is finished, release the sheet and you can begin writing on the next page without loss of time.

Finding the place in a notebook

Most secretarial practice books insist on dating each day's dictation, yet many secretaries neglect this, even after experience has taught them the value of this practice in locating back work. Form a habit of getting your notebook out to date it as soon as you come into your office each morning; this practice will not

only prevent your forgetting to date your work but will, at the same time, make your notebook easily available for that first call to take notes. A heavy rubber band should hold all transcribed work to the cover of the notebook. A light rubber band placed around the clean sheets will indicate the place of writing. It can be pushed up to the binding of the notebook when you start taking dictation. The secretary who cannot find notebook, pen, or place in a notebook usually finds a very impatient man, or else a portion of the first letter is dictated before she is ready to write.

Transcribing notes

Draw a horizontal line at the end of each letter. This habit will enable you to determine at a glance the approximate length of any letter which you are transcribing. As you finish transcribing each letter, draw an oblique line from the upper left-hand corner to the lower right-hand corner. Do not transcribe letters in the order dictated, but pick out the most important ones first. The line drawn through transcribed letters will enable you to tell which ones you have finished. If you are not in the habit of transcribing all of your letters each day, write the date of transcription at the end of each letter in order to be able to find the dated file copy quickly.

Old notes and those written by others

The practice of letting transcription pile up is not advisable in many offices, because letters are expected to be dispatched with all possible haste; but in certain types of dictation, such as reports, immediate transcription is not so important as getting the notes down while events are fresh in the mind of the dictator. One medical secretary had ten notebooks full of work which she had not transcribed, having taken dictation steadily for three weeks. The doctors for whom she worked then went on a month's vacation, and she had plenty of time to write up the reports. Her writing was like copperplate models in a shorthand textbook—small, compact, and correct—so she had no trouble reading notes

that had been written several weeks before. It is in cases like this that memory can never displace a knowledge of shorthand principles. Many positions require that you transcribe the notes of others. One real-estate man always made shorthand insertions in his secretary's notebooks; other dictators prefer to write the notes themselves rather than to dictate them. Overflow work of another secretary is often given to a stenographer to transcribe. Letters which were given to a secretary who is absent may be needed. At first, you may be overwhelmed by a request to read another's notes, but such transcribing is really quite easy, even when outlines are far from perfect. Puzzling over another's outlines has its rewards in improving your own notes and reading ability.

Typewriting skill

Typewriting is not merely an adjunct to shorthand; it is the means by which shorthand accuracy is expressed. You may be able to read your notes well, but if you cannot present your letter in attractive form, your employer will have no measure of that shorthand ability. Shorthand skill and typewriting skill should go hand in hand. A secretary who was writing about one hundred seventy-five words a minute in shorthand was continually reminded of her poor typewriting. She joined a theory class when a new book was published in her system of shorthand and found that her notes had deteriorated in the twelve years she had been employed. When her shorthand notes were easier to read, she made fewer errors in typing. Seeming lack of typing ability may be due either to poor machine technique or to inability to transcribe accurately because of poor shorthand notes.

Speed

The speed with which you type will be largely determined by the work you have to do. In many offices there is so little typing that the secretary cannot retain a high speed without doing some speed practice each day. In other places work is so heavy that

an operator is pushed to his writing limit and gradually increases his speed. Speed in typing should equal at least half your speed in shorthand. If you take notes at eighty words a minute, you should type at the rate of forty words a minute; if you take dictation at one hundred twenty words, you should type at sixty.

Accuracy

Accuracy is of prime importance in typing. The constant making of errors usually comes from one of two causes: either an improper mastery of the technique of writing or a lack of concentration. Notice the words and combinations of letters on which you are making errors. Spend ten minutes a day in writing these correctly. New typewriting books provide excellent accuracy practice, besides bringing before you the newer trends in education.

The machine

Study your typewriter until you know you can use all its parts to advantage. A free booklet from the typewriter company will explain the uses of all improvements on your machine. If you are being transferred to another position, it is wise to do a little preliminary practicing on the strange machine, especially if it is one of the noiseless typewriters so widely used in secretarial work.

Cleaning hints

Be sure your machine is in perfect condition, for a poor typewriter turns out poor work. Although some offices protect their machines by employing regular weekly inspection and cleaning service, most secretaries are required to do this work.

Oil your machine regularly once a week to add to its life and to make operation easy. And, to avoid forgetting, have a special day for the task. Carefully remove all old oil before sparingly applying the new. Be sure that your machine is covered or closed when you leave the office. The ordinary machine should

be set at forty on the writing scale to avoid injury to it when not in use.

When you dust your machine each morning, do not neglect to dust underneath. Though not obvious to the secretary, dust below a typewriter is quite visible to others in the room.

To clean the type, use one of the commercial cleaners prepared from chemicals which will not soften the metal and cause pieces of type to chip off. A common pin is effective in removing dirt from type which has become clogged. Unclean type detracts from the appearance of any typewritten sheet, yet a survey of your morning's mail will show that many secretaries send out letters which are inferior in this respect.

Acquaintance with ribbon mechanism

Learn to put a new ribbon on a typewriter quickly and without smearing ink all over yourself. The simple process of changing ribbons does not require a mechanic's services and is a dirty job only if you make it so. If the school you attended has not trained you to make this change of ribbon in less than a minute, you should take time to practice the feat yourself. There is no excuse for sending out correspondence that is not clear because of a worn ribbon.

In most offices there is little use for the bichrome ribbon, since the plain black ribbon gives twice the service. However, in some accounting departments, advertising departments, and law offices, bichrome ribbons are indispensable. The red half should be placed at the bottom. All shifting must be carefully done, for a letter struck before the shift key is totally depressed or totally released will cause the impression to be partly red and partly black. This makes an untidy piece of work. A raised capital letter or a dropped lower-case letter in any writing is evidence that you are striking keys incorrectly. Be sure that you are not holding the shift key after it should be released. If the carriage is not returning to its normal position quickly, a repair representative of the typewriter company will be able to remedy this defect.

Technique of writing

A secretary's position at the machine is of vital importance to health and accurate writing. Sit back in your chair when typing, with hips touching the back of the chair and your body above the waistline free from the chair. Be careful not to sit on the edge of your chair or to wind your feet around the legs of either desk or chair. Aside from making you an ungraceful ornament for an office, such a position throws your entire weight on your arms, causing fatigue. Stenographers are frequently forced to work in poorly ventilated corners so they must learn to maintain a posture which will admit into their lungs all of the air possible in order to avoid pulmonary diseases.

Conserving time in operation

Insertion of the paper and return of the carriage are usually two time-consuming operations. Are you bringing each sheet to a writing position in your machine by a single turn of the thumb wheel? Are you following your carriage all the way across with your hand? Are you using a gripped hand on the line space lever? A quick throwing of the carriage with a relaxed hand will enable you to start writing at once when your hand drops down on the keyboard. Use your index and middle fingers on a right-hand carriage return and your flat hand on a left-hand carriage return, pressing the side of your index finger against the carriage return lever.

Preserving even margins

Listen for the bell at the end of each line in order to eliminate glancing up, with its attendant danger of losing the writing place. The bell will also give you a clue as to when to divide words. Make frequent use of a dictionary to confirm your division of words into syllables. Do not divide dates, proper names, or figures. Never start a word when you cannot get at least two letters and a hyphen on the first line. Always finish a word,

unless you have more than two letters to carry to the next line. Test yourself to see that you are striking the hyphen key by touch.

Care in placing the paper against the paper guide will make all margins uniform on any number of sheets. Long letters often betray extreme carelessness in this matter. The paper guide placed at the left-hand end of the cylinder eliminates additional shifting of the carriage at the end of each line and results in a tremendous saving of energy on a busy day.

Marginal stops should be adjusted to harmonize with each letter written. Because secretaries are prone to write from one edge of the paper to the other, some business houses have arbitrary rules that marginal stops must be placed at certain figures on the writing scale, say ten and sixty-five. This arbitrary ruling precludes having short letters occupy two or three seventy-five space lines. Of course, any real secretary will want to use discretion and artistry in placing each letter, but she may have to conform to these rules in order to secure uniformity in office correspondence among those having less judgment.

Figures

Learn to write figures by touch. There is no reason why time and accuracy should be wasted by having to look up to strike the fourth bank of keys. Because few schools give sufficient number practice, you may have to work several hours by yourself to complete your training in this respect. However, its accomplishment will save you much time and lend accuracy to your work.

Figures should be placed so they can be added easily. In sums of money, decimal points usually aid a secretary in placing columns correctly, but she may not always be so careful in making listings which begin with numbers. If the number *1* is placed at zero on the writing scale, you will not have space to write *10* in its proper position. For this reason, *1* should begin at least one space from the margin of a machine, so that the marginal stop can be moved over a space when you get down to two-digit figures.

Roman numerals sometimes cause a secretary trouble, because they are not commonly used except in business. They are always capital letters; a capital *I* being the Roman *one*, and a lower-case *l* being an Arabic *one*. (*I—I X—10 L—50 C—100 D—500 M—1000*). Remember that a small number placed *before* a larger number means that the smaller is subtracted from the larger, while small numbers placed *after* a larger number are added to that number. Thus *XL* is *forty* and *LX* is *sixty*.

Erasing

The secretary who makes no errors is a myth. Many books and schools insist on absolute accuracy, allowing students to throw the paper away when a mistake is made. This training is often carried over into office work, where a secretary learns from bitter experience that paper costs the firm money. Aside from the economic aspect of this practice, nothing is more exasperating to a dictator who is waiting for a letter than to see the secretary jerk it out of the machine when it is almost finished and start copying it.

Learn to erase well. Good work can be accomplished only after much practice. Experiment until you have found the eraser or combination of erasers best suited to the texture of the paper you are using. A mediumly soft eraser is best for erasing carbon. Do not neglect to place a protecting piece of paper between each sheet of carbon paper and the copy sheet. Erase from the original back through the carbon copies. Keep erasers clean by rubbing on a clean surface.

Do not be too lazy to erase. Strikeovers are inexcusable. Erase with a rotary motion, never pressing hard, as this causes the surface of the paper to curl up. A ring rubbed over the rough surface of a highly glazed paper will sometimes restore the polish. Be careful not to put your fingers on a sheet, as this causes smearing. Erase only the spot containing the error; there is no excuse for allowing an erasure to show on the larger part of a square

inch when only one small letter has been erased. Little celluloid cards with holes of different sizes prevent making unnecessarily large and unsightly erasures.

After making an erasure, be very sure to strike the keys lightly. Most erasures show up plainly because a writer is annoyed at having made an error and, in starting to write again, gives vent to that anger by striking correct letters very deliberately.

A safety-razor blade is an excellent tool for removing the tail from a misstruck comma and can be used on carbon work very effectively. When writing so near the bottom of a sheet that erasing carbons might disturb the alignment of your work, erase only the original copy and let the carbons go until you finish. With a razor blade you can remove the parts of the original misstruck letter quite satisfactorily. Commercial artists use the razor blade extensively for removing lines.

Inserting omissions

When a letter has been omitted from a word, erase two letters and insert three letters in the two spaces. On most machines this may be done by using the backspacer or by holding the carriage in the proper position. If an extra letter has been inserted in a word, erase three letters and spread the two letters over the space in which you wrote three before. This spacing will not be perfect, but it can be so carefully done that a reader will not notice the change.

Train yourself to check each sheet carefully before releasing the paper from the machine. It is easy to roll the cylinder back and make a correction when the alignment is set; to reinsert the sheet and try to adjust the alignment, however, is quite another matter. Vertical alignment is adjusted by pressing the paper release and trying to find the exact position of some single letter. Horizontal alignment is gauged from the previous line by means of the variable line spacer. If you are not perfectly sure of the machine you are using, always test its alignment on another

sheet of paper before reinserting a sheet for corrections. When many carbon copies must be corrected, it is usually safer to insert each sheet separately, locating the writing place. Put a small strip of carbon paper and a piece of the letterhead behind the ribbon guide. This will insure the inserted word's being in the proper position, and the carbon impression will be nearly like the original writing. If you try to correct several sheets at once, you will almost certainly find that only the word on the original copy is in position. Always move the carriage so that the spot to be erased is far from the ribbon guide. This will eliminate any need for rolling the cylinder back too far. It is especially important to do this if you are near the bottom of a sheet, for the alignment of some of the copies will be disturbed by moving the cylinder back any distance. When it is not advisable to roll the cylinder up a few spaces, erasing may be done, even on carbon copies, by shifting the spot to be erased as far as possible from the ribbon guide and then releasing the paper fingers. The sheet can then be turned down for erasure without disturbing the position of the carbon copies.

Spacing

Much correspondence that comes over any office desk shows a lack of application of the fundamental rules of spacing. It will be well to check your work for these errors.

STANDARD RULES FOR SPACING

ONE SPACE:

After a comma.

After a semicolon.

After a period following an abbreviation or an initial.

After an exclamation mark used in the body of a sentence.

Before and after "x" meaning "by."

TWO SPACES:

After a colon. (A few authorities have recently adopted only one space after a colon.)

After every sentence, whether followed by a period, an interrogation mark, or an exclamation point.

NO SPACING:

Before or after a dash, which is two hyphens.

Before or after a hyphen.

Between quotation marks and the matter enclosed.

Between parentheses and the matter enclosed.

Between any word and the punctuation following it.

Punctuation should never be separated from the word it follows. For instance, do not put a dash at the beginning of a line just because you think you do not have room for it on the preceding line. Always strike punctuation marks lightly; period and comma keys are very sharp, and a severe pressure will sometimes puncture the paper. Turn a typewritten sheet over and run your hand over the reverse surface to see if you are striking punctuation marks too heavily. If the tension on period and comma keys is so tight that you cannot overcome punching them through the paper, call a typewriter repairman and have him adjust those two keys to your touch.

Vertical writing

Holding the space bar will not permit some machines to space. Where one character is directly under or over another, hold the space bar while you strike both, and you will not have to backspace. For example, in striking an exclamation mark, press the shift key and the space bar at the same time. Hold the space bar until both period and apostrophe keys have been struck. The same is true of a star or an asterisk, which is the small *v* struck over capital *A*. In making boxings with vertical dotted lines, hold the space bar and turn the cylinder with the thumb wheel. Use a period for an evenly spaced line and a colon for an unevenly spaced line. Holding the space bar is much safer than trying to remember to backspace each time. The same method is used in making vertical lines with other characters.

Horizontal alignment

Lock your variable line spacer if writing on unevenly spaced material. You will not then unconsciously shift your machine with the line space lever.

In writing on lined paper, the typewritten line should exactly follow the printed line. Offices are now having their ruled forms spaced for a standard typewriter, making it necessary to adjust only the first line to the machine. However, do not neglect to adjust every line on forms not so ruled. Where the blank space is not wide enough, it is better to omit spacing after punctuation than to run the writing over into the printed matter.

Artistic arrangement

The real pleasure of typewriting comes from an opportunity it affords to make work attractive. Even a happy message may have some of its joy taken away by poor arrangement. Phrasing of different parts of a title on appropriate lines and proper spacing of inscriptions will be an index of your judgment and ability.

Centering

Too many secretaries guess at the center of their paper. Find the central point of your writing space; then backspace one space for each two spaces required to write the heading. This will place the machine in the proper position to start writing. A folded sheet the size of the one upon which you are writing will enable you to locate the central point without removing the paper from your machine. By once folding a correspondence sheet used in your office, you will discover some point on the letterhead, which will guide you in future centering.

It is sometimes desirable that short headings take up more space than ordinary writing of them would occasion. A space left after each letter and three spaces between words will make the heading stand out more clearly. A more artistic effect is

gained by underscoring only the letters and leaving the spaces blank. Strike the underscore key lightly.

Legal work

Writing of bylaws, articles of incorporation, agreements, contracts, deeds, and wills offers excellent training in accurate and artistic work. Usually these are written by lawyers, but many business committees write them up in tentative form before submitting them to their lawyers. A secretary in a large organization recently made more than her salary in overtime work because she had been studying legal forms just to get ideas for the artistic arrangement of her daily work. Any complete typewriting manual will give you suggestions for arrangement of legal work. Further information on legal points involved in secretarial work will be found in Chapter Twelve.

Covers for typewritten documents

So-called *legal covers* could be widely used if all secretaries realized the importance of protecting papers which must be handled constantly. Turn the top of the cover sheet down about one and three-eighths inches and fold in the corners. These three-cornered pieces provide a firm place whereby the sheets may be attached to the cover by means of a rivet or staple. Turn the bottom of the cover sheet up until the bottom edge meets the top edge, which has been folded over. Fold again, creasing lightly where the next fold will come. Open again to the half-fold so that the cover can be inserted in the machine. Hold the folded edges of the half toward you in the left hand to insert in the machine. When the cover is rolled into writing position, the quarter upon which the typewritten inscription is to appear will then be near the middle of the machine. Inscriptions can be typed with ease because they will be away from the regular margin on your typewriter.

Equal margins

The right-hand margin on some work, such as programs and menus, should be even. Determine the last space upon which you wish to write. Set your machine one space beyond this point and backspace one space for each letter, or space in the matter which you wish to have come out to the right-hand margin. If you backspace from the point where you want the last letter to appear, the line will be one space short.

Stenographic standards

Although this chapter on stenographic work may seem too detailed, an inspection of the work in a number of offices will reveal the need for such a condensed résumé of these points, which either have been forgotten or were never learned. In evening classes, the transcription work of secretaries who are improving their work shows a woeful need for a thorough checkup on general shorthand and typewriting technique. In the final analysis, stenographic technique is probably the foundation upon which most secretarial positions are built. Unfortunately, many workers become so involved in the other details of their work that they forget to care for this groundwork adequately. Great strides are being made both in the fields of typing and of shorthand. Any secretary who was graduated five or ten years ago will profit much by studying the new books which are being published and by following magazines devoted to improving stenographic standards.

BOOKS THAT AID IN SHORTHAND AND TYPEWRITING
IMPROVEMENT

TEXTBOOKS:

Manuals of shorthand principles, shorthand dictionaries, phrase books, foreign-language adaptations, and special treatises on different lines of secretarial work, such as medicine, law, and other

technical work. Apply direct to the company sponsoring your system of shorthand.

DICTATION MATERIAL:

Business Dictation, Charles A. Thomas, Prentice-Hall, Inc., New York.

Constructive Dictation, Edward Hall Gardner, The Gregg Publishing Company, New York.

Expert Dictator, Isaac Pitman & Sons, New York.

Gregg Dictation and Transcription, Renshaw and Leslie, The Gregg Publishing Company, New York.

Gregg Speed Builder, The Gregg Publishing Company, New York.

Scientific Dictation Studies, H. M. Roe Company, Baltimore.

Note: Most dictation material is divided into groups of twenty words, either by a heavy, parallel straight line or by superior figures in the copy. In giving timed dictation, the reader must use a clock or watch with a second hand, because it is necessary to read each group of twenty words in a uniform number of seconds. Much practice is often required to gain the ability to read smoothly at any desired speed. At first, one must stop to wait or speed up the tempo of his reading at the end of each time unit in order to gauge the time correctly.

SCALE OF SPEED UNITS

60 words a minute—Twenty words in	20 seconds
80 words a minute—Twenty words in	15 seconds
100 words a minute—Twenty words in	12 seconds
120 words a minute—Twenty words in	10 seconds
140 words a minute—Twenty words in	8 $\frac{4}{5}$ seconds
160 words a minute—Twenty words in	7 $\frac{1}{2}$ seconds
180 words a minute—Twenty words in	6 $\frac{2}{3}$ seconds
200 words a minute—Twenty words in	6 seconds

CURRENT LITERATURE:

The Gregg Writer (a monthly publication), The Gregg Publishing Company, 270 Madison Avenue, New York City.

Pitman's Journal (a monthly publication), Isaac Pitman & Sons, 2 West 45th Street, New York City.

TYPEWRITING:

Gregg Typing (college edition), The Gregg Publishing Co.,
New York.

Principles and Methods in Typewriting, R. F. Webb, Prentice-
Hall, Inc., New York.

CHAPTER THREE

The Office Mail

The very essence of freedom is obedience to law.—HERBERT
HOOVER.

Importance of mail

One of the most universal of secretarial duties is caring for mail. This may take the very limited form of sorting and preparing mail which is brought to and taken from a private office by messenger boys in a large organization or it may involve complete charge of every detail, even to dealing with the post office itself. In most cases, this work is done in a rather haphazard fashion, as evidenced by the many errors that are made. However, certain rules do help to systematize this work with resulting efficiency. Because mail is the lifeblood of business, it demands painstaking consideration.

Incoming mail

Though mail is opened in a central department in most large organizations, letters addressed to a private office, rather than to the company itself, are generally delivered direct. It is a good plan to strike the left-hand edge of a package of letters on a desk, in order to force the contents to that end of the envelope. Careless secretaries will tear letters and enclosures every day but will never learn to take this precaution. Stack the envelopes with the flaps away from you and open them all before putting down the letter opener.

Arrangement

Make room on your desk for several piles, each of which can be devoted to one class of mail. In the first pile, which will form

the lower tier of the final pile, will be circulars and bulky mail of lesser importance. Much of this will be thrown away or sent to other people. For instance, an advertisement on filing equipment will be sent to the purchasing department. The middle pile will contain mail of medium importance, but of a nature that can wait until more urgent communications have been taken up. In the third pile will be letters of pressing importance or of vital interest.

Some men prefer that their mail be filed alphabetically. This enables them to go through their desk file easily. Although alphabetic sorting is especially valuable for certain types of mail, such as daily price lists and answers to questionnaires, to which only a cursory glance need be given before filing, an arrangement based on importance is probably better for most general correspondence.

Enclosures

Take great pains to see that each envelope is completely emptied. Some employers demand that all envelopes be opened on three sides and used for scratch paper. This is done not to save paper but to make sure that all contents are removed from each envelope.

Check the enclosure notations below the annotation to see that everything is found. Some secretaries put a check mark through notations of enclosures to indicate that they were received when the letter was opened. Omissions should be carefully noted on a letter. Read the letter through hastily to see that all intended enclosures were noted at the bottom. Frequently enclosures that were meant to be sent are not included. A firm sent a letter of transmittal to cover a check for \$25,000 which it was depositing to open an account with a new bank. The secretary wrote the letter and dispatched it by special messenger, but did not include the check. Such a thoughtless error seems impossible, but some so-called secretaries are "keepers of secrets" only because they have neither life nor perception enough to know anything to tell.

Their constant daydreaming causes them to do strange things. Surely a letter in which no item other than an enclosure is discussed ought to make some impression on the writer.

Enclosures should be attached to the top of the letter with a flat clip, if this has not already been done by the sender.

Remittances

When checks are received in the morning, send them to the cashier at once. Some offices plan to have all deposits made up and put in the bank before nine thirty. This system permits the bank to clear the checks by ten o'clock. If your firm has adopted this policy, it will be necessary for you to arrive at the office in time to have the mail opened early enough for your cashier to list checks sent to your employer direct. Remittances should always be checked with the letter of transmittal to see that they are correct. Some notation should be recorded on the letter if you are taking the check before your employer has seen it.

Locating necessary data

If you find that other correspondence or data are needed to answer certain letters, make shorthand notes of the matter as you read through the mail. Put letters about which you have made these notes in a special pile. When you have finished sorting the mail, arrange the other stacks in the order of their importance and later insert items from this special pile. Carbon copies of previous correspondence, figures of amounts on your books, and other information may be included among the data which will be necessary to answer some letters. If an address or signature is not included, or if it might not be plain to the one answering the letter, copy the information clearly from the envelope or from some other source. It is advisable to save envelopes for at least one day. Occasionally some question comes up in regard to the time stamp or address which may not have occurred to you in looking over the mail. Disagreeable hunting can be eliminated by having envelopes in readiness.

Digests of mail

A summary of the contents of the day's mail is sometimes necessary, especially if the employer is away and will call you during the day. It is impractical in most cases to read an entire letter over the telephone, especially since a long letter can often be condensed into a few words. For instance, a two-page letter can be reduced to: "Mr. Harris has written you at length on conditions in his territory. He wants you to come out there next week." A shorthand digest which you make to read over the telephone may be typed and forwarded to an absent executive. (See Chapter Nine on the business trip.)

A few businessmen allow their secretaries to handle all mail, referring to a digest to inform themselves of its contents. In reading mail, it is suggested by some books that all important parts be underscored to enable the busy man to glance through it quickly. Before attempting this, be sure your employer does not object to having mail marked up with a pencil. Some secretaries put a mark only under references to enclosures.

Writing answers without directions

Never hesitate to use your own ability to write letters. Try this out on a few letters first and gradually increase the number as you become accustomed to the work. No businessman should be compelled to dictate a letter which you can answer. Requests for information usually make an easy starting point. On her second day in the office, one girl surprised her employer with half a dozen replies attached to the morning's mail by ten o'clock. The secretary had looked in the files, observed the form used on similar correspondence, and written the letters from data which she had been able to procure. The employer was much amused at first, but some of the letters did not have to be changed. After an explanation of why certain letters had to be rewritten, the girl was able to write more and better letters the next morning.

This ability to handle correspondence independently usually distinguishes a secretary from a stenographer.

Confidential mail

Be especially careful not to open mail marked *personal* or *confidential*. It is usually wise to segregate these specially directed letters as you hastily go through the morning mail, to make sure that all of it is directed to your office. The practice of mailing advertising and begging letters with confidential or personal notations on them has led many businessmen to entrust the opening of personally marked mail to their secretaries. Even with permission to open confidential letters, it is courteous to err on the side of caution. If you have opened a letter which you know your employer would rather you did not read, close it up again at once. You would not relish having your employer read a personal letter which might come to the office for you; as a matter of honor, therefore, you should accord him the same courtesy. Curiously prying tendencies in a secretary destroy the confidence of an employer who has been accustomed to respect for his personal property. You cannot afford to do anything which will shake your employer's confidence in your discretion and integrity.

File baskets

In many offices a triple-decker file basket is used for mail-delivery purposes. The bottom shelf receives carbon copies and matter that is to be taken to the general files; the second division receives outgoing mail and the top incoming deliveries. This arrangement sorts mail so that messengers can quickly handle each type on regular trips. If you are using a basket container, turn correspondence face downward, to conceal it from the public gaze. Because of unexpected drafts, it may be wise to weight each tier, as the contents, especially thin carbon copies, are frequently blown around the room if this precaution is not exercised.

Because file baskets are usually unsightly objects, many offices prefer a desk pad very much like a leather-bound tablet. Different sections of the pad are marked to show their contents. In a section of this folder designated *Current Mail*, you will put the morning mail which you are bringing to your employer's attention. If no such file is available, conceal the mail in a paper folder, turn it face down on the desk, or invert the top letter only. Mail placed openly on your employer's desk invites public inspection, but you will find it almost impossible to go to the desk and withdraw a letter when you see a person starting to read it.

Business envelopes

Choose standard business envelopes of the same quality as the letterhead which you use but opaque enough to conceal the contents. In order to assist postal employees, confine your mail as nearly as possible to number six and number ten envelopes. Odd-sized letters make the working of the automatic canceling machines slower. Even the slightest delay is important, as some of these machines are geared up to stamp from ten to twenty thousand letters an hour. Avoid including hard objects such as money, samples, and buttons. A canceling machine becomes clogged with these objects, causing an envelope to tear. Postal employees must then reseal the tear in an envelope to prevent the loss of its contents.

Window envelopes are often used for statements and certain kinds of routine mail. Transparent "windows" make it unnecessary to address an envelope and preclude all possibility of sending bills to the wrong addressee. Contrary to the usual method for folding bills or letters, the inside address must be folded *back* to be seen through a window envelope. If no address location is marked, by a dot or bracket, measure your envelope to find a uniform place for typing the address. Exercise extreme care in folding these letters that save you the work of addressing an outside envelope; contents should fit the envelope so snugly that the address is held in place behind the window. One mail

carrier of long experience says: "Three-fourths of those letters have to be jolted into position, or even torn, before the addresses can be read at destination. Faint writing can be so dimmed by handling as to become illegible behind a transparent window."

Directing mail

Shadowing on cards and envelopes comes from improperly securing the writing surface. It is imperative to see that both sides of the card are fastened to the cylinder by means of paper fingers or an envelope guide, depending upon the machine used. Even in writing on plain paper, noise is greatly increased by loose paper; a card, with its stiffer surface, makes a sound which is very distracting.

Usually no part of letter writing is more poorly executed than the addressing of an envelope. An address is often simply thrown at the face of the envelope, with no thought of artistic arrangement. Perhaps the writer thinks the envelope will be destroyed before anyone of importance sees it! Begin to write the address just below the middle of the envelope, centering the first line. Indent other lines five or ten spaces, according to the relative length of each line. Of course, placement will depend to some extent upon the address. Write in full or abbreviate the name of the state and the words *street*, *avenue*, or *company*, to make lines as nearly even as possible. Spacing and arrangement should correspond to the inside address of a letter. The *care of* or *attention* line should be placed in the lower left-hand corner, unless an address is so short that it can form the second line of the main address. When the notation *personal* or *confidential* is used it should be typed and underscored at the left-hand side of the envelope, about three single spaces above the first line of the address. A space between the letters of these words will bring them out clearly. In cases where extreme caution is called for, some secretaries write these words in longhand to attract the attention of a person opening the mail.

Packages should have labels pasted on them, or they should be addressed in handwriting commensurate with the size of the

package. Write a return address on the package unless it is printed on the label. A second address should be put inside the package for protection in case the outside address is destroyed in transit.

Incorrect addresses

While artistry is desirable in typing addresses, correctness is absolutely essential. Striking a wrong figure may make it impossible to effect delivery of a letter, thereby wasting time until the letter is returned. On one occasion, a very important letter was directed beautifully, but the secretary struck 1160 instead of 1060. Five days' delay was occasioned by this misstruck key.

One cannot take too great care in typing envelope addresses. A single incorrect initial or a wrong state may be a serious error. Not only does an incorrectly written name incur difficulty in delivery, but it frequently offends the person receiving it. Ballot slips for an entire county were reprinted because one letter in a candidate's name was omitted. Notable among cases of resentment over wrong names are those which involve a confusion of nationalities. Mr. *Lee* may object to being addressed Mr. *Levi*. One man refused to do business with a wholesaler whose secretary insisted on writing his name as *McAlister* instead of *MacAlister*. He said a firm that would tolerate such carelessness would not be careful about orders.

Motion study

In no place is motion study more effective in office work than in preparing large quantities of mail. Positions of both worker and materials are of utmost importance in reducing effort so as to waste a minimum of energy and to secure a maximum of output. Mailing of circulars is usually done by girls who are especially trained for this work. They work by the piece, folding letters and enclosures or addressing envelopes at a rate based on one thousand pieces. Firms listed in a classified telephone di-

rectory as "Letter Shops" will take work to their shops or send a girl to your office to do quantity mailing. This method is usually the cheapest way of getting work out in a busy office.

Large amounts of mail make an interesting test of your ability. Perhaps you will find that your living expenses would, of necessity, have to be greatly reduced were you compelled to earn your living in a capacity where only output is taken into consideration in making up a pay check. However, you will soon become quite expert. Suppose you have five hundred circular letters to put in number six envelopes. Place the letters on the desk flat in front of you as if you were going to read them. Have the pile of envelopes at the top of the letters with the flap up and toward the left. Fold the bottom of the letter up, the right side over, and then the left side. Slip each letter into the envelope with the left hand; then throw the finished product to one side with the right hand, while the left is coming down to turn up the bottom of the next letter. In folding letters for a number ten envelope, the bottom third is folded up and then the top third down. The open edge of any folded letter should be put at the back and bottom of the envelope when inserted. More time will be consumed if addresses must be compared.

Sealing and stamping should be done as separate operations. Run a wet sponge along the open flaps of several envelopes and then close each letter by placing it face side up on the desk. The number of envelopes which can be sealed at one sponging will depend upon your dexterity in getting them closed before the moisture dries. Tear stamps into strips and moisten an entire strip, taking special care not to wipe off too much of the glue as you do this. Attach a stamp from this strip to each letter, at the same time tearing the stamp from the strip. Stamping of letters can be done with almost lightning rapidity.

You can save your employer considerable time in signing a quantity of circular letters if you withdraw each letter and blot it as he finishes his signature. An incredible number of letters may

be signed in a short time if you are alert to assist in this monotonous duty. A competitive speed test between your employer and yourself will be interesting as well as helpful.

Redemption of postage

Government stamped envelopes are used by many firms for sending out mail for which they do not care to use expensive engraved stationery. When such envelopes are spoiled by mistakes in the address, they should be saved because they can be redeemed at the post office for the full amount of the postage.

Postal cards which are not used may likewise be redeemed, the rate being three-fourths of the original value. Use of the postal card for a return message which is not confidential is an excellent method of securing replies because the card can be marked, signed, and returned with practically no effort. In mimeographing or multigraphing these cards, do not waste time trying to decide exactly how many cards will be needed. For example, a secretary and her employer might spend half an hour checking up lists to find exactly how many cards are needed. Suppose the final number ordered is two hundred sixty-eight. If the work of duplicating is done by a commercial company, the charge will be based upon the hundred anyway. A rough guess would have given you a figure of three hundred cards. You will have had to pay exactly the same amount for the work, but the cards will have cost you \$3.00 instead of \$2.68. However, when you finish with the mailing, you can take the thirty-two uncanceled cards down and get twenty-four cents for them. A surprisingly large number of employers and secretaries waste time and energy trying to get such mathematical counts as save them very little (in the above case only eight cents).

Stamps payments which are received through the mail in a torn or ruined condition can usually be redeemed. Keep a box where all uncanceled postage can be accumulated for redemption.

Mailing lists and address books

In a small office, where the mailing procedure is fairly simple, an indexed address book should be kept. If possible, such a book should also contain the telephone number of each correspondent. Christmas card and other special lists may be put in the back of this book. In large offices a card index may be preferred.

Complicated mailing problems that may arise, for example, when a great deal of advertising is to be sent out, make it necessary to compile mailing lists. These indexes should be made up very carefully, because postage can be wasted in following a poor list. Special lists are frequently drawn from individual sources, but companies found in the classified telephone directories under "Mailing Lists" construct or supply general compilations for different trades. Stencils are usually made for an active mailing list composed of regular customers or subscribers.

A permanent mailing list can degenerate into one of the most useless things in the office if it is not periodically revised. You can help in effecting a perpetual revision by bringing changes to the attention of the person supervising such a list. For instance, a man, writing to the vice-president of a publishing company, told him that he had moved and that he wanted all future circulars sent to the new address. Six months afterward mail was still being sent to his old place of business. That officer's secretary had neglected to notify the mailing department.

The best way to change your own address on any mailing list is to tear the stenciled address from the wrapper and return it to the company with the new address correctly typed below the old one. The number will enable a clerk to locate its old stencil quickly and replace it with a new one. If mail becomes annoying, it is wise to request that your name be removed from the mailing list of the company. Before opening undesirable mail, such as that containing small articles for which a monetary return is expected, you should write the word *Refused* on the envelope.

Many so-called charity organizations are making wide use of this method of forcing purchases upon businessmen. If you open the envelope, your employer must either waste postage for the return of the article or pay for it.

Outgoing mail

Note three things carefully before putting an outgoing letter into its envelope:

1. That the signature is appended.
2. That all enclosures are included.
3. That the inside address corresponds with that on the envelope.

The necessity for checking these points would seem to be self-evident, but few secretaries have learned the essential value of this final-check system in mailing every letter. Much mail goes astray because of carelessness in this respect. A surprisingly large number of letters are dispatched without signatures.

Everyone has heard of instances in the home such as that of the old maid who wrote to a widower and to her sister on the same day. In each letter she used the salutation *Dearest*. In one she requested that a bottle of hair dye be purchased so that she would get it the following day. The next night the widower appeared with the hair dye, much to the lady's discomfiture. This was easily patched up, but nothing she could do was effective in muzzling her growing nephews, who delighted in the contents of the letter their mother received. No less grave an error can be made by the secretary who does not make it a practice to compare addresses. Just because you put the flap of each envelope over the top of its letter as you typed it is no reason to feel assured that it is still there after your employer has signed the mail. One often wonders how some men can get a pile of mail into the mess in which it comes back from their desks.

Be sure that each letter is correctly folded and supplied with sufficient postage before it is put in the outgoing section of the

file basket, if this work is not done in a mail department. If the contents are valuable or confidential, it is always advisable to see that a letter is securely sealed.

Never hand carbon copies to your employer, but neither should you file them until the letters have been mailed, because changes must always be transferred to the carbon in order to make the copy conform to the original. An unfiled carbon can easily be destroyed if the letter is not sent.

Items accompanying correspondence

Items of little weight should be sent together with a letter in the original envelope. These enclosures should be attached to the upper left-hand corner of the letter. A small clip is best for this purpose, because it does not tear the paper. Enclosures that are to remain attached to a letter in the addressee's files should be fastened by some form of permanent stapling rather than by a removable clip. A small item such as a check may be placed on the face of the letterhead, but anything large enough to interfere with the reading of the letter should be attached to the reverse side.

Heavy items should not be enclosed in a letter but should be sent in a separate package. This second package, if it can be sent under a different rating, often saves postage. If you say you are sending something "under separate cover," be sure that you do so the same day. It is most annoying for a correspondent to have to hold a letter several days before receiving the companion package. Notations of packages being sent under separate cover should always be put on a tickler memorandum pad at the time you write the letter. You thus make sure that the mailing of an accompanying package will not escape your attention. A first-class letter may be attached to a package which goes at a different rate, but it should be clearly marked, "This Envelope Contains a Letter," because many persons who open packages throw the wrapping away with the letter attached.

If coins are sent through the mail, they should be enclosed in a coin card, which holds the metal pieces near the bottom of the

envelope so that they will not interfere with the stamping machines in the post office. Small remittances should usually be made in one-, two-, or three-cent stamps, rather than in stamps of larger denominations which are not used in every office.

Mail schedules

It is said that over seventy-five per cent of the mail in the United States is deposited after four o'clock. If this is true, mail deposited earlier in the day should receive better attention. In order to help avoid congestion, try to mail as many letters as possible at noon or during the day.

One may effect quick delivery by becoming familiar with the schedules of trains, planes, and ships carrying mail, and by posting important letters in time for the service desired. Notice of the arrival and departure of mail ships is published in the daily papers. Speed in dispatch to a boat may be effected by typing on the envelope such an inscription as *VIA SS HAMBURG*.

Kinds of mail

Mail is classified according to type, weight, or destination. The ounce is used as a unit of measure, weights fractionally over an ounce being charged as an extra ounce. Weigh one of your envelopes with a number of your letterheads, so that thereafter you can determine the postage charge by counting the number of sheets. Enclosures will make it necessary to adjust estimates.

Unless you have a mailing department, you must get specific and current information from your post office; but you should have a general idea of the types of mail in common use.

First class

This classification covers all written or typewritten matter. Such mail may be sent anywhere in the United States or its territories for three cents an ounce.¹ Any of the reproduced forms

¹ The three-cent rate was to have been effective only from July 1932 to July 1934, but it still continues. Local rates may again become two cents, effective July 1, 1946.

of imitating handwriting or typewriting are included in this classification. (If twenty or more identical copies of the same reproduced matter are enclosed in one package, they may be entered as third-class matter.) All sealed mail is considered first class. Special delivery stamps may be put on first-class mail. These extra stamps insure prompt delivery at destination, even though no regular delivery is scheduled at the time of receipt.

Second class

This classification covers mail of the newspaper and magazine variety which has been registered with the Postal Department. Publishers and those sending out periodical literature obtain permission to use this type of mail. Charges vary according to distance and weight.

Third class

Any material not designated second class is included in this division. Newspapers, magazines, circulars, photographs, and proof sheets with manuscript attached are among the things listed under this classification. Weight must not exceed eight ounces. No package can be sealed.

Parcel post

Practically all mail weighing over half a pound may be sent by parcel post to points within the United States. Zones are used in computing the destination charge. Rulings enlarging the size of packages which may be sent by this system are frequently made and they are constantly widening the use of parcel post. All packages should be securely wrapped and labeled, but they will not be accepted if sealed. Parcels sent *special handling* will receive the same prompt delivery as first-class mail.

Air mail

Most mail will be carried by airplane if so marked. Of course, you must be sure that air service is in use to the destination, or at

least over some portion of the route. Special stamps are provided for air mail, but the same amount in regular stamps will suffice if the words *air mail* are typed or stamped on a letter. When an air-mail stamp is used, a regular stamp is unnecessary; that is, an eight-cent air-mail stamp will carry a letter without a three-cent regular stamp in addition. Business is making such wide use of air mail that it is well to inquire whether important letters should be sent that way in preference to regular mail.

Registered mail

Important mail may be registered so that delivery can be traced. In sending a registered letter—such as notice of an overdue account—to a person who will not acknowledge your letters, it is customary to request a delivery receipt. The letter will not then be released until it is given to the person or his agent; the signed receipt will be returned to you. If you have reason to think that an agent is not giving your letters to the addressee, you may request that a personal receipt be returned. A letter will not then be released until it can be delivered to the person himself. Of course there is an additional charge for this service.

Insured mail

Though loss sustained through nondelivery of registered mail may be recovered up to one hundred dollars on first-class and twenty-five dollars on third-class matter, all packages valued above these amounts should be insured for protection against loss. Because parcel-post packages cannot be registered, they must be insured if delivery is to be adequately covered.

C. O. D. packages

Materials which are not paid for may be sent through the mail, and the post office will collect. A special charge is made for this service, the actual amount collected being forwarded to the sender by money order.

Foreign mail

Postage on letters directed to a foreign country varies with the country to which they are being sent. First-class mail to a number of countries calls for five cents for the first ounce and three cents for each additional ounce; post cards go for three cents. Packages for foreign destinations are much more restricted than they are in the domestic mails, for foreign countries have no parcel post. Anyone handling foreign mail should apply to the post office for information or obtain a postal guide for constant reference. Supplements keep these postal guides up to date at all times. Be sure the full amount of postage is placed on foreign mail.

In sending out foreign mail, air mail, or special delivery letters, it is wise to separate such mail from the regular mail at once, in order not to forget the special postage. Letters of more than one or two pages should also be kept in this special pile to facilitate weighing.

Money orders

Money may be sent anywhere in this country and to foreign countries by purchasing a money order at a post office. If the amount is over one hundred dollars, more than one money order must be purchased. Money orders can be cashed at any post office upon identification of the addressee. Money order receipts are easy to locate if attached to the carbon copy of the letter of transmittal, by means of a staple.

Tracing mail

Receipts for money orders, as well as registered and insured mail, should be preserved, at least until delivery is acknowledged by the addressee. In case of nondelivery, ask the post office to trace the package or letter. You will be given a blank upon which to record data found on this receipt and other necessary information for identification of the lost piece of mail. Regular

first-class mail is not often traced, but postal authorities will attempt to locate a letter, if its loss is reported to them.

Letters may be returned to the sender before they are delivered to the addressee, if for any reason it may be desirable to recall them. For instance, prices may have advanced so much that a quotation is too low, or some serious error may have been discovered in the letter itself. A telegram must reach the post office at the place of destination in time to intercept delivery. Return instructions are supplied through your own post master.

Postal savings accounts

Savings accounts may be opened at any post office in the United States. Deposits are made in person, by registered mail, or by money order. An account may never exceed the principal amount of \$2,500 and will bear interest at two per cent per annum. It may be transferred from one post office to another without loss of interest. It may be withdrawn, wholly or in part, only from the post office where the deposit is held. Each deposit is acknowledged by a postal savings certificate. Postal savings stamps may be purchased for ten cents each. These stamps gained wide distribution in the thrift campaigns during the World War. When ten of these stamps are attached to a card, they may be cashed, or a savings account may be opened with the dollar. Postal Savings Bonds, which bear interest at two and one half per cent per annum, may be purchased in denominations of \$20, \$100, or \$500.

Express

Shipments by express are sometimes used instead of parcel post for small packages on which quick delivery is desired. Receipts should be carefully preserved until delivery is acknowledged. Express companies call for packages upon request, a service which is sometimes a decided advantage in sending packages from a busy office. An extra charge is made for express sent C. O. D. Special rates may be obtained for quantities by express.

A consignee must sign for each express package at the time of delivery. As your employer's agent, you will often be responsible

for this duty. See that packages are placed where they will not be in the way. Payments for C. O. D. shipments are made to the express company's agent, who delivers the package.

Freight

Railway freight is used for sending bulky packages or for material upon which immediate delivery is not urgent. Bills of lading are usually made out at the time of delivery of goods to a transportation company, though a temporary receipt may be issued for various parts of a shipment. A bill of lading will later be made out to cover all of the items for which you present receipts.

Freight charges may be paid at the source,* but the customary procedure is to have the receiver pay at the time he receives the goods. An arrival notice is sent to the consignee the day the freight reaches its destination. You will have to be careful to bring these notices to the attention of the proper person in your office, because the time for claiming freight is usually limited. If freight cannot be unloaded within the customary two days, or whatever time is specified on the arrival notice, a demurrage charge will be made for storing in warehouses or for holding cars.

Under special conditions, an extension of time may be granted for removing freight. For instance, a builder has ordered a carload of lime; a week of rainy weather makes it impossible to unload this material because water would spoil it. The consignee therefore applies for an extension.

Delivery to and from a transportation company is not made by the railroad companies, all charges for hauling being paid and arranged for by the consignor and the consignee at their respective ends of the route. Cars must be ordered from the railway office in anticipation of a shipment of carload lots.

* A pick-up-and-delivery service is now available on freight shipments. Specify this service if you desire it.

Water, airplane, and glider shipments

Shipping by water is similar to railway freight shipping, except that the *bill of lading* is called a *wharf receipt*. The usual time for removing goods is five days from the arrival of a ship. A manifest must be filed with the shipping company for all goods sent to a foreign country. Facilities for making shipments along the airways are already well established and will assume increasing importance in moving rush orders and perishable goods.

Shipping documents and correspondence

As a secretary, you will not often be required to assist in the physical handling of express or freight packages, but you may become so involved in filing these receipts, bills of lading, and manifests, in writing correspondence regarding tracers, notices, extensions, and listings of losses, as well as in attending to various other details, that you may feel quite capable of managing a shipping department.

Be especially careful in typing references to one of these numbered transportation documents. If you want quick service, you must be sure that references are correctly and clearly stated. The number on the bill of lading for a ton of hay may be almost like that on a bushel of walnuts, but one incorrect figure may cause considerable trouble in locating the shipment which you have wrongly designated. Be sure the destination, the date, the consignee, and the consignor are included, so that identification can be made easily.

BOOKS THAT HELP IN LEARNING TO HANDLE OFFICE MAIL

United States Postal Guide, Government Printing Office, Washington, D. C.

Applied Motion Study, F. B. and L. M. Gilbreth, The Macmillan Company, New York.

Leonard's Guide (Freight, Express, Parcel Post Rates and Routing), G. R. Leonard and Co. Inc., New York-Chicago.

CHAPTER FOUR

Filing

Good words shall gain you honor in the market place, but good deeds shall gain you friends among men.—*Chinese proverb.*

Importance of filing

A person who can file a letter and find it when it is wanted has one of the indispensable qualifications of a good secretary. If you cannot produce a paper promptly when it is requested, you lose your employer's confidence. Good will, which may have been created by painstaking work in other directions, is sacrificed through a single misstep in filing.

Regardless of how extensive or how elementary your filing system may be, you must have two basic qualifications: accuracy and a general knowledge of the principles of filing. Remember that the adjective *accurate* is not one which can be compared. You cannot be *accurate, more accurate, most accurate*; you are either *accurate* or *inaccurate*.

Developing accuracy

Because filing cannot be checked for accuracy, as can book-keeping or typewriting, you will have to do it more carefully than any other part of your office work. It is a common fault of secretaries to look at a file, determine the approximate position of a folder, and then gaze in another direction when inserting a letter. Such momentary carelessness often makes it necessary to look in surrounding folders if a letter cannot be found in its proper place. However, these errors are really not so serious as those caused by a cursory glance at a name or filing title.

A firm may be listed in your files as W. E. Kelly & Company. Your employer, who knows Mr. Kelly, may unconsciously dictate one letter to Wade Kelly & Company. If you are not watchful in filing, this may be filed under *W*, a new folder being opened up for Wade, Kelly & Company. You will never know you have made a mistake until the letter is requested. A complete search of the files from *K* to *W* will be impossible, so the letter will be given up for lost until you some day find the Wade folder in going through the *W* section of the file. This type of error is even more common in cases where a letter requires no special folder but where a copy of it can be put into a general correspondence folder.

Filing is one secretarial duty for which you can sit down and calmly plan the best method of operation. (Of course, sitting down to work out the problem refers only to the original filing of a paper and not to locating one which has already been filed.) Never file anything until you are so well acquainted with its classification that you can find it again without hesitancy. If a file is already in operation, go through it and note the disposition that has been made of similar papers. Just because you are in a hurry to get rid of a certain letter is no reason for misfiling it. Keep in mind that the time spent in *filing* is gained in *finding*, a period when every second counts for more than would the same amount of time used leisurely in filing.

Principles of filing

To get the most out of your filing system, it is absolutely necessary that you understand the underlying principles upon which various filing systems are built. Rarely is a single type used alone; rather, most files are built upon a combination of principles.

Summed up in three words, efficient operation in this part of secretarial work is really *filing* and *finding*. One without the other is useless. While it is important that you learn filing principles for the sake of correctly placing papers, it is more impor-

rant that you apply these principles so as to find a document when it is needed. Some inefficient people can expound filing principles well, but are so careless in applying them that their knowledge is useless.

Never get the idea that filing is extremely difficult; the principles underlying filing are easy to understand if they are studied in their simple form and with a constant view to their utilitarian purposes. Nevertheless, the necessity for constant vigilance in following any filing system does make its operation an ever-present burden.

Chronological filing

The simplest form of all filing systems is based on time sequence. A purely chronological file is often used for personal correspondence and bills. Each letter is put in the folder as it arrives, those coming the first of the month being placed at the bottom and those of each succeeding day on top. When a month is ended, the folder may either be destroyed or put away to be referred to if the occasion arises. This type of file has the advantage of calling attention to correspondents who have been neglected for a long time.

Filing in chronological form is very simple; finding what has been filed is more difficult. If you do not remember the exact day on which a letter came, you may be compelled to search through any number of letters received at that time before the one you are looking for is uncovered. For this reason, the system must be supplemented by some other if the material handled becomes bulky. However, the chronological principle is carried through as part of almost all other filing systems.

Alphabetical filing

By far the most widely used form of filing is that built upon some alphabetical division of material to be filed. The simplest form is that in which the names of correspondents are arranged in alphabetical order. Letters received from or sent to people

whose names begin with *A* are placed just behind a guide marked *A*, and further classifications and guides are provided for the other letters of the alphabet. Certain little used letters, such as *X*, *Y*, and *Z*, may be combined under one guide. If a straight alphabetical file becomes burdensome, subdivisions can be made by adding second, third, and even fourth letters to the respective initial guides. For example, one guide may be *Braa*, the following *Brag*, and the third *Bran*. Correspondence with a person named *Brace* would be placed back of the first guide, *Bramley* back of the second, and *Brandon* back of the third. Scientifically worked out subdivisions of the alphabet can be procured from any stationer. These printed tabs are usually much more satisfactory than trying to make a division of your own.

Difficulty in alphabetizing

Alphabetic filing appears very easy on the surface, but give an average secretary two hundred letters to file under one letter of the alphabet and results will be astonishing. An experiment with fifty-four students in a large high school revealed that only one student could arrange the letters correctly. Files were returned to some individuals as many as fourteen times before they could locate their errors. If this was true of high-school students, one can only guess at the condition of the files in offices where employees are not subject to systematic checking and where many who use the files have not had the advantage of a good filing course. Under such conditions one should not be surprised that correspondence cannot be located readily; probably it is a miracle that it can be found at all.

Spend enough time on alphabetizing to be able to recognize instantly a name that is out of order. The degree to which this ability can be attained was illustrated recently by a little incident aboard a transatlantic liner. Shortly after leaving port, each person was given a passenger list. An hour later, a wireless message was received for a man named *Zucker*. When consulted, the conductor of the tour said: "We have no one by that name."

His secretary, who had reported for work only an hour before sailing, quickly brought the name on the passenger list to the attention of the conductor. When the message was dispatched to Mr. Zucker's stateroom, the conductor turned to his secretary and said: "That's odd; I thought I had familiarized myself with our passenger list. Do you know that fellow?" To this the girl replied: "No, I do not know him, but in glancing through the names of the passengers, I noticed that *Zupke* appeared before *Zucker*. As those were the only names not in proper sequence, they stood out from the rest." Would you, as a secretary, have detected such an error?

Rules for alphabetizing

If you are in doubt as to the placing of a name, consult a telephone directory. Compilers of these directories have spent much time in perfecting an alphabetic list which you can safely follow as an authority. However, you will be able to improve your own filing ability if you observe the following guides for alphabetic filing:

1. The first letter is not enough to use in filing. Classification should be carried through to the second, third, and succeeding letters of a subject title. The capital letters in the following illustration indicate which letter determines filing position.

AarEn
AarOns
AaronsEn
AaronsOn
AbrahAms
AbrahDo

2. Always file general correspondence under the surname. When indexing names, write the surname, followed by a comma, and then write the given names or initials in order.

Adams, Oliver G.

3. When the same surname is common to several people, the given name will form the basis for filing.

Adams, BLanche E.

Adams, BORis E.

Adams, BRandom D.

4. When a name is carried through several generations, the one who first bore the name should appear before the rest.

Harris, Philip R., Sr.

Harris, Philip R., Jr.

Harris, Philip R., 3rd.

5. When initials are used in some cases and given names in others, the initials should be placed first in the order determined by the second initial. Given names should then follow in their proper order, as indicated by the middle initial.

Baker, G. D.

Baker, G. E.

Baker, G. T.

Baker, George A.

Baker, George M.

Baker, Grace

6. Such designations as *company*, *hotel*, *corporation*, and *school* are filed as though they were part of a name.

James Apartment, The

James, Bernard

James & Company

James Corporation, The

James, F. W.

James Hotel

7. Prefix syllables, such as *la, de, di, van, von, O', Mac, Mc*, and others, should be included with surnames and not treated as initials.

Davis, James
de Lima, J. D.
di Gierge, M. B.
du Pont, A. I.

Macarow, Prentice
MacArthur, Phillip
McArthur, Phillip

Otealc, John
O'Tool, James

8. When the entire name is used to designate a building or a movement, index it as a unit.

Alexander Hamilton Institute (*not* Hamilton,
Alexander, Institute)
Joseph Ratti Hospital
Laura Spellman Hall
Robert E. Lee Memorial

9. Material filed under each name in an alphabetic system should be arranged in chronological order, with the latest date on top, because recent correspondence is most likely to be used. It is a nuisance to have to hunt through twenty-five letters to find one that might have been found quickly had the files been arranged with respect to time sequence.

Adams, Henry
January 15, 1940
January 7, 1940
April 23, 1939
February 7, 1939

Put correspondence of most recent dates at the front of a file folder. For this reason a letter should not be inserted in a file drawer until the folder has been taken from the file and opened far enough so that dates can be seen clearly.

Subject filing

The subject of certain correspondence is more important than the name of the correspondent. In such cases a *subject file* can be used to advantage. Subjects are also often interspersed among names in a straight alphabetic file; or subject folders can be intermingled with name folders in a single file; in fact, the user of a file seldom stops to think whether he is filing by subject or by name. However, a mixture of both systems leaves the way open to many mistakes. The head of the secretarial department in a large college says that she cannot get girls to file under the subject. If she directs a memorandum to *E. H. Blake, head of the Psychology Department*, the secretary will open up a new folder for *Blake, E. H.*, instead of filing the memorandum under *Psychology Department*. Lack of acquaintance with a file will cause such errors, so one should take down a list of the filing titles in a medium-sized system and try to memorize the subjects. This feat is impossible when working with a large file, but even a hasty glance through the file will tend to fix many of the subjects in your mind.

Knowledge of business essential

A strict subject file is less commonly used but no less important to understand. You cannot construct a subject file unless you are thoroughly familiar with the material which is to be filed. For example, a young woman working for a dress manufacturer who is collecting information on women's garments would probably have little difficulty in handling a subject file in her work; she would not file a magazine article on slipper buckles under *Hats*. On the other hand, it takes an experienced

person to manipulate a legal or library subject file. Professor Ripley, of Harvard, is the author of a book entitled, *Trusts, Pools, and Combinations*. The word *trust* here denotes combinations prohibited by Federal antitrust laws. A professor looked for this book in a library but could not find it on the proper shelf. Then it occurred to him that, if the librarian were ignorant of the subject, the book might have been placed among those on trust companies and banks. It was there that he found the book. Similar misplacements are made by many secretaries who are not familiar with the business for which they are keeping a file.

Changing the basis of classification

Great care will have to be taken in shifting the basis of subject classification in compiling a subject file, for only by careful and intelligent handling will you secure logical headings and prevent duplication and confusion of subjects. A subject should be sufficiently inclusive to embrace all material desired, but it should be equally exclusive in order not to include extraneous matter. Dangers in shifting a classification base were well illustrated in a famous poll of public opinion conducted by a leading publication. In trying to get an expression of various groups on a topic of the day, the basis of classification was shifted several times. For example, questionnaires and ballots were first mailed to college graduates, then to home owners, and then to professional people. Some men received as many as three or four ballots, because they were not only college graduates but home owners and professional men as well. The poll, which purported to be a cross section of American life, obviously fell short of its purpose because of duplication. People who knew of such instances were unduly skeptical of the results. In keeping a subject file for mailing purposes, the danger of duplication must always be borne in mind, not only to prevent waste of postage but also to avoid incurring the scorn of a patron who receives five letters telling him "this offer is being made only to a selected few."

Subdivisions of a subject

When a subject file becomes bulky, its main topics must be broken down. Subtopics are frequently arranged in alphabetical order. One of the common files in an office is that of "Insurance." It is quite impossible to refer to a policy or letter readily if all material is kept in one folder. New folders will probably be made to cover the general groupings of insurance used in an office somewhat as follows:

Insurance, Accident
Insurance, Automobile
Insurance, Burglary
Insurance, Casualty
Insurance, Fire
Insurance, Group
Insurance, Registered Mail

If policies make the folders too bulky to handle, a double division of the subject of insurance may be made, so that the front section of folders may be used for correspondence and the back section for policies. Each section will include a folder for the various headings grouped under insurance.

The subject index

Very often several subjects may be discussed in a single piece of correspondence to be filed, so that it becomes necessary to make a subject index on three-by-five-inch index cards. The subject treated should be typed on a card, together with directions for locating the proper folder. Some companies often add a brief digest of the contents of the correspondence in question. The following arrangement might be applied to cards made out for a policy covering a group of officers in an organization:

GROUP INSURANCE

John Hancock Insurance Policy
#1497235 9/14/29
Covering Class One officers.

JOHN HANCOCK INSURANCE COMPANY

Policy #1497235 9/14/29
Group insurance covering
Class One officers.

OFFICERS' INSURANCE

John Hancock Insurance Policy
#1497235 9/14/29
Group policy covering Class One

The three typed cards are put into an index box in order to make it easy to find material located in a file.

Time element in operation of indexed files

As a secretary, you will generally find your time at a premium. Consequently, your greatest problem in maintaining a subject file will be the ever-present danger that, in the rush of other work, a card index may be slighted. Only a full realization of the hopeless muddle that will result if entries on cards are deficient can save you from inefficiently operating an extensive subject file. For this reason, be sure, before installing such a system, that its merits far outweigh the difficulties you may encounter. A filing department which makes it its *business* to keep correspondence will be much better able to supervise a complicated filing system properly than will a busy secretary whose many other duties encroach upon filing time.

Numerical filing

When a number is assigned to each paper, there is little excuse for disorder in files. Forms on which numbers are printed are easy to arrange. When these numbers must be entered by hand, extra care should be taken to write the figures correctly and legibly. Do not make the mistake, for example, of copying 731 for 713.

Invoices, checks, orders, and similar instruments are commonly filed numerically. These documents are so important that the

chance of error must be reduced to a minimum. When you refer to anything in a numerical file, check the numbers carefully. The slightest deviation in copying a number may necessitate hours of work in locating a paper. The only other key is usually the date, which may mean that a thousand orders will have to be gone over before the right paper on which a wrong number was reported is turned up. Accuracy is especially important in writing letters that refer to an invoice number of another firm. Lack of accuracy in checking your figures may cause much inconvenience to your correspondent.

A numerical arrangement may be used to simplify a subject file. For example, your employer may be assigned the task of interviewing prospective employees. Suppose the only positions for which applications are received are for salesclerks, bookkeepers, and shipping clerks, and that in each case the applicants are to be classified on the basis of experience or lack of experience. You might set up an index for the applications received as follows:

1. Salesclerks
 - a.* Experienced
 - b.* Inexperienced
2. Bookkeepers
 - a.* Experienced
 - b.* Inexperienced
3. Shipping clerks
 - a.* Experienced
 - b.* Inexperienced

If the index number for applications were 600, the individual classification number would follow. Thus an application from an inexperienced bookkeeper would be filed 600-2*b*. The number 600 indicates that the form is an application for a position; 2*b* indicates that the applicant is an inexperienced bookkeeper.

The application would be placed in the folder containing all

forms *600-2b*, in its proper alphabetical order. Time sequence might be provided for by starting new files monthly, quarterly, semiannually, or yearly.

The Dewey system

The Dewey classification, prepared by Melvil Dewey and used extensively by libraries, divides the entire field of human knowledge into nine groups, with a tenth group covering encyclopedias, periodicals, and works of too general a character to be placed in any of the other nine divisions. This system uses a combination of subject and numerical indexing.

The ten groups are:

000 General works	500 Natural science
100 Philosophy	600 Useful arts
200 Religion	700 Fine arts
300 Sociology	800 Literature
400 Philology	900 History

Useful arts, *600*, may be further divided into nine parts:

600 Useful arts	650 Communication, commerce
610 Medicine	660 Chemical technology
620 Engineering	670 Manufactures
630 Agriculture	680 Mechanical trades
640 Domestic economy	690 Building

If *Engineering*, *620* (or any one of the other divisions), were taken, it, too, might be broken down into nine subdivisions:

620 Engineering	625 Railroad and road engineering
621 Mechanical engineering	626 Canal engineering
622 Mining engineering	627 River, harbor, and general hydraulic engineering
623 Military and naval engineering	628 Sanitary engineering—water works
624 Bridges and roofs	629 Other branches of engineering

The decimal system, as the Dewey system is sometimes called, is generally maintained by an extensive filing department, and the secretary is seldom called upon to install one. However, if you are familiar with the general scheme as outlined above, you may make intelligent use of a library.¹

Geographical filing

When a firm's business is divided into territories, some form of geographic filing is usually advisable in order that each division may be clearly identified. The basis of classification may be branch office territories, sections covered by different salesmen and distributing agents, or political units—such as states, counties, towns, or wards. Under these broad geographic headings, the supplementary arrangement may be alphabetic, topical, chronological, numerical, or, as is frequently the case, a combination of all or several of these principles.

Suppose you are keeping a customers' credit file from which you approve for shipment orders sent in by salesmen. If all names in the Philadelphia territory are in one division and those belonging to Detroit territory in another, locating a name will be comparatively easy. Not only will the files be less unwieldy but, because of their setup, several people will be enabled to work at them simultaneously.

Special types of files

The foregoing review of the principles upon which filing systems are built should aid you in applying the fundamentals of filing. Next, it will be advisable to consider some of the commonly used files of special types which you, as a secretary, may wish to adapt to particular work in your office.

¹ Books describing the Melvil Dewey system may be obtained at most public libraries. The Library of Congress has worked out a system of this kind for indexing the unlimited variety of books submitted for copyright which is commonly called the L. C. system. A descriptive pamphlet can be procured from the Superintendent of Documents, Washington, D. C., for a small fee.

The tickler file

Tickler files are the mainspring of efficiency in any office. They may take the form of a simple calendar index, a card file, or a chronological folder file. Any of these forms will serve to bring a matter to your mind. Memory is a wonderful thing, yet it must not be trusted too far. A girl became secretary to a man who prided himself on his memory. Everything he told her caused her to make a shorthand note on her memorandum pad. The first few days he became much annoyed and asked her to "remember some things." Laughingly, she replied: "I shall when I know something to remember." During the next week she was frequently reminding him that he had promised to get some data for another officer, that he had an engagement, or that he was expected to go to a meeting. Within a month he had learned to depend upon her shorthand notations to such an extent that, when he was not certain she had heard an appointment, he would ask: "Will you make a note of that for me, Miss Smith?" Your value will increase directly in proportion to your ability to make yourself a human tickler file.

The calendar pad

In many offices a calendar pad is all that is needed to keep full and accurate records of matters to be attended to. Often these daily memorandum sheets are divided into hourly periods. As each item is completed, draw a line through the notation, and do not discard a sheet with uncanceled items. In this way you can tell when you have taken care of all matters. Transfer a notation to the next day's work if advisable.

Recurrent items such as lodge dues, rent, insurance premiums, taxes, and anniversaries should be placed on the calendar for the entire year. If you do not have time to finish the yearly schedule at one time, make a note on the last entry to indicate that the notations have not been completed. In this way you will guard against forgetting to list some important date.

The card index

A card index tickler usually has a dated guide, consisting of thirty-one numbers, which divides a month's notations. As each day's work is finished, the guide for that date is placed at the back of the box in order to provide for that same date the following month. A small calendar sheet for both the current and the following months may be pasted in the cover of the box, so that a glance may confirm each date, thereby eliminating guessing at the dates upon which certain days of that week fall. At the beginning of each month, go through the file and remove the guides of all dates falling on Sundays and holidays. Placing these in the back of the file precludes the possibility of scheduling work for dates when the office is closed.

As you find that certain matters are to be taken up at some future date, make out a card similar to the following:

4/20/40

Shall probably hear from James Smith today regarding acceptance of our offer. Write him if no word by 5/1/40.

A number of cards placed with the one bearing the above notation, under date of April 20, will serve as reminders of different matters which must be given attention on that day. As each task is completed, cancel the card. If the card directing attention to James Smith's acceptance has not been removed at the end of the day, transfer it to the next day's business. Repeat this operation until May 1, when you will see to it that a letter is sent to Mr. Smith. Between April 20 and May 1, however, you will have been constantly reminded to be on the alert for the receipt of the acceptance.

The chronological folder file

The calendar pad and the card file are merely indexes; they do not provide space for storing the materials necessary for carrying out their daily instructions. For this reason, some firms make

extensive use of the dated folder file, sometimes called the "up file," which has the advantage of being large enough to include necessary papers.

As the name indicates, this file contains material which must be brought up to the attention of the executive on the day specified. For example, each bill, as it arrives, is put into the dated folder to insure payment in time to take cash discounts. Letters which need future attention are filed under the date when the matter is to come up again. The secretary removes the current folder from the cabinet upon his arrival each morning, in order to go over the business for the day.

Some firms file an extra carbon copy of all correspondence to which answers are anticipated. The date when a reply can be reasonably expected is used for the first date under which the copy of the letter is filed. The correspondence is transferred to the next date if the reply is delayed, and a follow-up may be written if any undue length of time lapses.

The folder system is very helpful where instructions concerning a particular matter are given to various persons in the concern. In such cases, you should make two copies of the instructions, one to be sent to the subordinate who is to put them into effect and the other to be placed in an "up file" until the day when they are to be carried out. Thus the executive is reminded to make inquiries at that time as to whether the job has been completed. If he finds that the work has not been finished, he can make a notation of the cause of the delay and the time for which the work has been promised. The instructions can then be refiled and followed up again on a future date.

Officials who pay the firm's bills find that a folder system enables them to write checks covering payments which fall due during a period when they expect to be away from the office. Attach each check to the invoice and put the folder back in the safe. When the day arrives for payment, all you have to do is mail these checks. A folder tickler is especially valuable in real-estate offices, where rent, insurance, taxes, and other important

items need prompt attention. Follow-up files containing checks and similar valuable instruments should be kept in a vault.

Odd moments may be utilized in addressing envelopes for the checks, in writing letters of transmittal, and in otherwise anticipating work which may confront you on a busy day. A tickler file is an ideal place for storing such completed work until it is needed.

The docket file

A concentrated form of subject filing commonly used in certain types of business, but which is often not generally understood, is a docket file. Each letter or instrument, as it comes in, is placed in its subject folder in chronological order and bound. Papers arranged in the form of a tablet can be inspected without danger of loss through any one leaf becoming loose. When the subject is completed, the docket is closed. Before the packet is placed in the "completed business" section of a file, an inscription, of which the illustration below is typical, is placed on its side.

GREENWOOD ELEVATOR COMPANY,

116 Bank Street,

New York City

Equipment installed in

Curtis Building

1817 East Street,

Syracuse, N. Y.

Contract awarded April 18, 1930

Final inspection January 7, 1931

File number C-1843

Docket filing is used extensively in law offices, where it is desirable to have all papers on a given case neatly assembled. Contractors often use a double docket folder for keeping records of building operations—one side for legal papers, such as the original contract and agreements for subletting parts of the contract, and

the other side for correspondence, bills, and other papers. When the building is completed, the docket is closed and filed until the firm is no longer legally liable for any of the work.

Investment banking houses use docket files in their purchasing departments for recording matters relative to security issues which they are sponsoring and in their syndicate departments for keeping data on particular syndicate operations.

The overlapping envelope file

A visible index of the contents of envelopes may be made by using some form of the overlapping envelope file. Each envelope is placed in a frame which forces the top edge just a little above that of the envelope below it. This makes it possible to write the name or index on the visible space. The contents of such a file is usually arranged alphabetically or numerically. In typing the inscription at the top of an envelope, begin each name an equal number of spaces from the edge, so that the list will appear straight when envelopes are inserted under one another. A saw-toothed right-hand margin makes the finding of a particular envelope difficult.

The holder is sometimes a steel frame with grooves in which the envelopes are inserted. The upright type of file is valuable in payroll and registration offices but is often unsightly in a private office, where the flat or tablet holder can be used to better advantage. A similar file may be used for cards, hundreds of cards being attached to an upright file with several wings or in a book file with a number of leaves.

The clipping file

A clipping file is usually constructed on a subject basis, though sometimes classification is left entirely to a comprehensive index. Either a loose-leaf or bound book may be used, the size of which will depend upon the volume of clippings it is estimated will accumulate. In some cases, clippings are posted on loose sheets

to be placed in a folder. In any event, do not paste clippings as you would pictures in a photograph album, for this method takes up needless space. The entire article need not be seen at a glance, as is the case when looking at a photograph. Paste only the top edge of the clipping, so that the second column can be inserted underneath. The left edge of the second clipping should be pasted to the left edge of the page. The next clipping can be similarly attached about an inch to the right and under the first clipping. This overlapping makes it possible to attach an incredible number of items on a single page. The disorder incident to any pasting process may be eliminated by using specially glued clipping book fillers.

Clipping agencies will comb thoroughly through current literature for articles on any designated subject. These bureaus will be found listed in a classified telephone directory under "Newspaper Clippings." A very famous aviator is said to have asked a clipping agency to send his mother all articles mentioning a flight he was about to make. Later events made the flight such a news feature that every paper in the country carried accounts of it. The aviator's mother was quickly compelled to do something to check the efforts of the clipping service, as a result of which an avalanche of items were being sent to her.

While the clipping bureau service is valuable in making a thorough survey of current literature on any one subject, a variety of interests will necessitate finding your own material. You can best do this by going through the papers with a colored pencil in hand and marking the articles you plan to save. Write the *name of the publication* and the *date of issue* across the top of each article. After reading and labeling the articles, you can quickly cut out the marked items. This method enables you to choose between two articles appearing on opposite sides of a paper. If you clip the first article before you have read the second, you may miss the latter altogether, even though that may be the more important of the two. If you want both items, get another copy of the paper. Back numbers of a paper or magazine

may be procured for an extra charge by sending for them to the publishers or their dealers.

Indexing

The index to any type of file may be in the form either of guides on the files themselves or a separate listing on cards. It should contain all the information necessary to locate given material. Place similar information in a uniform position in the index. Typewritten inscriptions are usually preferable, because handwriting lacks uniformity.

If you are indexing magazine articles, you will probably use the following arrangement:

1. Your classification.
2. Name of the article.
3. Name of the author.
4. Name of the publication.
5. Date.
6. A notation as to value, contents, and so forth. (This item may be omitted when its contents are connoted by the title of the article.)
7. Where the article is to be found. (If it is to be found under the classification indicated in item one, number seven is omitted.)

Cross-indexing is a part of filing that is usually neglected. If a letter is being filed under "Instructions," probably another memorandum card should be filed under "Accounting Department" and still another under "James Grant," the accountant to whom the instructions are addressed. Of course, this involves making three cards, but it will help you find an elusive letter or memorandum when you have forgotten the heading under which it was filed.

Codes are extensively used in indexes, especially in numerical and subject files. Beware of misinterpreting the code when you assign a symbol.

Suggestions for keeping files in order

If filing is to be an important part of your work, you will probably wish to make a thorough study of the subject. The breadth of the field is indicated by the great number of books devoted exclusively to its study and by the fact that one examination on filing lasted nine hours.

Become familiar with some of the commercial indexes if you are keeping trade information. People who compile these indexes spend much time in determining the best titles for your particular trade. Your work can be improved and simplified by comparing subject titles you are using with those used in these printed indexes and by adapting such good features as you may find.

Use a stapling machine to fasten papers together. Clips will make your files bulky and pins are likely to prick your fingers. The staple should be attached at the upper left-hand corner of a letter, the accepted place for fastening papers together.

Subject classifications written for filing purposes should appear in the upper right-hand corner of a letter, so that they can be seen when glancing at the date. Some letterheads have a place expressly provided for typing the subject; many firms insist that it be typed on the line below the salutation. Even though the title is not indicated on the original letter, it should be placed on all carbon copies. When a title on an incoming letter does not correspond with your file heading, be sure to write in your own classification.

A colored pencil mark underscoring the filing index—whether the address, typewritten subject, firm name in the letterhead, or signature of the letter—will help you when you are ready to file if the subject is not specially written under the date. This underscoring at the time of the original reading or filing will make it unnecessary to reread any letter which you may have occasion to refile.

If you keep a card index to your subject file, always indicate when the subject was opened up. Then you will not have to go

back over files made inactive before the new subject was added.

Duplicating letters

Make several copies of a letter if you cannot determine offhand exactly under which heading it should be filed. Some letters should be cross-filed under several headings. In this way you will be able to locate copies when they are requested.

If you feel that making extra copies entails too much work, you can save time by writing the address on a sheet and indicating the heading under which you have filed the letter. File this sheet in the folder for which you have no copy.

Use of colored cards and clips

Colors are used extensively to indicate which customers are prospects for special lines. Certainly it would be futile for an electric supply company to send circulars on washing machines to a woman living in a hotel apartment. By putting prospects for radios on pink cards and prospects for washing machines on yellow ones, for example, the sales department can sort cards quickly when a special sales effort on any one item is to be launched.

Colored cards and clips are often used to call attention to special information. The color is in the nature of a code and has the advantage of being understood only by those using the data. A red card in a box of white ones will clearly indicate that a customer is a questionable credit risk, without necessitating any derogatory comment in writing.

Removable signals may be used to indicate when a customer's account is past due. These signals may be paper pasters or movable clips, which can readily be changed in position or replaced by a signal of another color.

If customers are to be circularized on several matters, duplicate their names on cards of several different colors. Highly efficient systems operated with perforated cards make selection almost automatic. A patented selector goes through and picks out all

cards through which a hole has been punched in a position to indicate a prospect, say for a washing machine. With these machines only one card is needed for a prospective customer of a number of products, because perforations may be made in different positions on the card to indicate various products. This principle may be used in smaller systems, but naturally hand selection is slower.

Handling odd-sized reports

If odd-sized reports are sent to you, it may be necessary to fold them to fit an ordinary filing cabinet or book binder. Do not go to the expense of having a special binder made for such reports unless you are sure they will be continued over a long period of time. When such unstandardized reports arrive, inform your employer that they do not fit into the standard filing equipment. Possibly they may be changed to standard size, or, if it becomes necessary to route them to a number of departments, he may recommend photostating, which permits the making of copies of standard size regardless of the size of the original.

Protecting the integrity of your files

Protect yourself by making careful notations when someone takes a folder or a letter from your file. If you are careful in filing, you should not be embarrassed at your inability to locate a letter. If you ask a man some such indefinite question as, "Did you take our purchase folder?" the answer will probably be a defensive "No." If, on the other hand, you tactfully ask, "Are you through with the purchase folder you borrowed from our files last Friday?" an individual will usually make every effort to think what he did with that folder.

Letter hunting is a costly sport. Responsibility for taking a letter from a file should always be fixed upon a particular person. The accompanying form² is a written instruction to a file clerk to get a certain letter and send it to an individual who accepts

² *Outline of Executive Success*, Hammermill Paper Company, Erie, Pa.

responsibility for it. Later the clerk will not have to spend hours searching for that letter, because his record will show who now has it. As a secretary, you may keep a very small file, and requests for your material may be too infrequent to warrant having

LETTER TAKEN FROM FILES <i>To File Clerk:</i> Date—19—	<i>Please get</i> ☐ <i>a letter from</i> ☐ <i>copy of letter to</i>	{ Name _____ Company _____ Address _____ Dated _____ Other Identification _____ _____ _____ _____
Send it to _____ Department _____		
NOTICE TO FILE CLERK This form must be put in the file in place of the correspondence requested, When correspondence is returned, remove this form. Requested by _____ Department _____ Handled by _____ Date— <i>File Clerk</i>		

a printed card system. However, it is advisable to keep on hand in the front of your file a few typed cards that may be filled in easily. Without some guide, you will omit necessary information when you hurriedly make a memorandum of the fact that someone is taking part of your correspondence.

If a man gets a letter to which is clipped a notation that the letter is to be returned to you, he is not likely to forget from

where it came. At the same time, clip another card to your folder to indicate the disposition of its contents. Many secretaries prefer letter-sized sheets for recording missing correspondence, because the card may slip down in the folder where it cannot easily be seen.

A time allowance for borrowers is usually a very effective way of speeding up the return of papers. By asking a person when he will be able to return a file, you impress upon him his responsibility in caring for the material. If you appear with a written record that a certain file was to have been returned yesterday, the offender, realizing that you are supervising your files systematically, will probably try to return future material promptly.

The location of correspondence permanently removed from a folder should be carefully noted on the folder.

Physical care of contents of files

Close the drawers of your files when you are not using them. Picking up the scattered contents of a file drawer is usually the last straw needed to make a day a total loss. Even efficient secretaries sometimes have the very annoying habit of pushing drawers only partly shut. Aside from the danger of personal injury from walking into protruding corners, nothing makes an office look more untidy than several partly open drawers.

Lock the files when you leave for the day. After some material has been unceremoniously removed from them, you will probably learn this duty from bitter experience. One firm spent a large sum for a fireproof safe, but the secretary was prone to go home without locking it. Repeated warnings failed to impress upon her the importance of this duty. One night the building burned and everything in the safe was destroyed. Because the office equipment company could not prove beyond a doubt that the safe was not defective, it furnished a new safe, but it could not replace the charred contents. Some customers paid the firm; others took advantage of the accident and did not. Despite her

protestations that the safe was locked, the secretary's integrity was questioned. When a new office was opened, the firm took no further risks and dispensed with her services. Do you need such a costly lesson?

Danger of too many headings

Secretaries often attempt to revise a file about which they know nothing. This revision is a hazardous proceeding that will probably cost your firm money, if it does not cost you your position. Folders should never be started indiscriminately without due consideration for their usefulness. A maze of folders is no guarantee that anything can be found in the files; quite to the contrary, an experienced worker views them with distrust. As one veteran secretary told the author: "I have learned to pray before I make up a new subject heading. When I first started out, I made a folder for everything and I could find nothing." Certainly a period of meditation will help you to reduce the number of topics by working out various combinations. Be careful to avoid duplications; G. C. Smith, George C. Smith, and Smith & Company may all be the same party. Make a cross reference where a letter is written to an individual in a firm, but file under the firm name unless the correspondence is of such a nature that the individual, rather than the firm, is clearly the important factor.

Care of filing equipment

Do not throw things into a file, and avoid overcrowding. Make frequent use of the expansion devices on your file. At the same time, do not overtax its capacity. When a file can no longer be enlarged, remove some of the material. A file that is choked with papers is difficult to handle and its contents are in danger of being torn. Watch to see that the edges of papers are not preventing the locks of your file from catching. One secretary locked her files for several weeks, but two drawers could be easily opened. The janitor, instead of reporting this, took occasion to

go over confidential records. Storing of inactive files is treated in the following chapter.

Use of suspense folder

All too often correspondence is stored in drawers, only to be forgotten. Your desk may not be in order, but it need not conceal matters requiring attention. Many a person has placed a letter in his desk because he had no regular place for pending matters and then forgotten about it completely until the matter was brought to his attention with a jolt. It is hard indeed to convince an angry employer that you did not wilfully conceal a paper when it is eventually brought to light. The usual attitude toward this type of slipup was rather harshly, though forcefully, impressed upon a young man in these words, "Hades is paved with good *intentions*; it's *attention* we want around here!"

A suspense folder placed in the front of your file makes an excellent place to store letters which you are temporarily unable to file. While problems raised by the receipt of a letter are current, the letter will often be needed for reference. If a letter is not called for during the first week, the chances of its being needed are greatly diminished. You will always be much more inclined to leaf quickly through the contents of this accessible suspense folder rather than draw suspicion to yourself by starting to rummage through your desk. A suspense folder should never become a "catch-all" for matter which you do not know how to file. It should be used only until you have time to get around to filing the daily mail. Above all, it should not be used in place of a chronological pending, or tickler, file.

Employers themselves are prone to put letters in their desks and then forget all about them. When this correspondence is needed, you may be put to much discomfort trying to unearth something you never had. Try to insist upon receiving all papers, but if this is impossible, maintain diligent watchfulness to detect the stowing away of papers you will be expected to have.

Filing in a typical office

Besides the centralized correspondence file maintained in most offices, you may have a private office file, various card indexes, book files, and other catalogued lists under your personal supervision. Even the least of these may be your undoing if you are not careful at all times. Remember that, even as with Caesar, "the evil that men do lives after them; the good is oft interred with their bones." No matter how excellent a secretary you may be, your employer will be impatient and curt, and entirely forgetful of your manifold good qualities if you cannot produce a document when he wants it. Keep files strictly up to date, for you never know the hour or the minute when something will be needed.

BOOKS THAT WILL HELP IN FILING

Indexing and Filing, E. R. Hudders, The Ronald Press Company, New York.

Guide to the Use of Libraries, Margaret Hutchins and others, H. W. Wilson Company, New York.

Progressive Indexing and Filing, Library Bureau Division, Remington Rand Business Service, Inc., New York.

Filing and Indexing with Business Procedure, Rand-McNally, New York.

Filing Methods, Eugenia Wallace, The Ronald Press Company, New York.

Using Books and Libraries, Ella V. Aldrich, Prentice-Hall, Inc., New York.

CHAPTER FIVE

The Ordering and Care of Supplies

When we serve we rule. When we give we have. When we surrender ourselves we are victors. We are most ourselves when we lose sight of ourselves.—J. H. OLDHAM.

The secretary as housekeeper

A secretary is the office housekeeper in the true sense of that word. Though most offices do not expect you to do heavy cleaning, they do demand that you maintain an orderly place in which to work. It is said that men are better housekeepers because they get the needed supplies and devices for doing work well. Most offices are not niggardly about buying necessary supplies, so suggest little things which will aid in making the place more livable. A dusting mitt or a piece of clean cheesecloth is much more appropriate for emergency use in the presence of a caller than a piece of worn-out underwear brought from home, even though the latter may make a better dust cloth. False economy is neither sensible nor desirable.

The janitor and the office boy

Women should not be so helpless as not to be able to open windows or do other work when necessary, but they should not hesitate to make adequate use of the janitor and of messenger-boy service. Insist on good work, but do not forget to comment on the fact that it has been well done. People who do menial labor have much less inspiration than those who do brain work and consequently enjoy your appreciation more than a person of higher position might.

Assisting office cleaners

Do not use office help to get out of everything you hate to do, but coöperate with other employees in every way possible. Much of the office cleaning cannot be done by the janitor because of important materials that must be moved. Occasionally, you will find it wise to put on cleaning clothes and join forces with the cleaning man in clearing up some particular unsightly mess. One young woman who spent a Saturday afternoon wrapping up a roomful of blueprints proved to be such an efficient worker that the janitor took special care of her quarters thereafter. Instead of losing respect for her position because of the help she rendered, he held her ability in high regard.

Ordering supplies

An inefficient housekeeper rushes to a delicatessen upon the arrival of unexpected guests, but household efficiency demands that a good hostess have on her shelves a supply from which she can prepare a carefully planned "quick menu." Likewise, business efficiency demands that you check over your supplies, so that you may not be compelled to make purchases or send to the supply room at odd times during the day. Keep a requisition sheet where you can constantly add items to it. In a large office, hand your order to a supply clerk at night, so that the supplies may be delivered early in the morning.

Make yourself responsible for the ordering of all supplies, whether this duty must be undertaken on your own initiative or through your employer. In making purchases covering any length of time, always make a memorandum of what you have ordered. If placed on your employer's desk, these data will keep him informed of what is being done. However, there are two sides to this procedure which must be considered. Your employer may not want to be bothered with details, and, if you ask his permission to order things which you should be perfectly well able to procure by yourself, undue discussion of the matter may

annoy him. A memorandum usually enables him to cancel orders of which he does not approve. Even seemingly safe purchases are sometimes unfortunate. One secretary handed her employer a two years' supply of engraved name cards just an hour before it was publicly announced that his title had been changed by the directors of the organization. The promotion was no surprise to the man himself, but the outburst of disgust that he emitted upon receiving the cards was at least one reason why the secretary might have regretted his advancement. Mergers, consolidations, bankruptcy, and change of firm name often make perfectly well-intentioned ordering of supplies undesirable.

Until you are perfectly sure of the absolute bounds of your authority, it is well to err on the side of caution. One should make every effort to have his duties clearly defined. However, it is well to remember that some employers are not capable of totally releasing their hold on even minor details. When they are busy, their secretaries may do much to relieve them and will be censured if they do not do so; but in an idle moment, these men are prone to revert to their former habit of assuming duties that they have not been performing for some time. Unexpected reversions of this type are frequently most exasperating to an efficient secretary. For example, one secretary had been ordering supplies in her office for years without instruction. No thought of overstepping her authority entered her mind when, after the yearly budget had been made up, she placed an order for the year's supply of fifty thousand envelopes. Much to her discomfiture, another fifty thousand envelopes arrived just a few days before her order was due. Her employer, having been experiencing a lull in business, had gone out and ordered the supplies himself. The secretary's terror of the consequences of her action caused her to consult a secretarial group that evening, in the hope of finding a way out of her dilemma. Of course, no set procedure which would work in every case could be prescribed. The fiery little secretary who advised the young woman to "go in and *jump* him before he gets a chance to *jump* you" probably did

know the *right* course of action; whether such a procedure would be advisable in most cases is debatable. Forest and prairie fires are often controlled by building up a backfire of sufficient proportions to stop the progress of the blaze, but the fire of men's tempers is not always counteracted in the same manner, especially not if a man knows he has been in error but does not want to admit it. Decide whether *rightness* will seem so important to you in case you are compelled to seek another position.

Verifying receipts of materials

A great number of secretaries are extremely careless in verifying the receipt of supplies. Check materials against the requisition or the bill as you unpack them. Listings of omitted items should be clearly deleted from a bill, and notations of items which are defective, broken, or of inferior quality should be perfectly clear. Every bill should be checked at least once to confirm receipt of goods as listed. If prices are given, these should be checked with the original quotations. Extensions and additions should be verified. Sign your name to the checking you have done. Systematic attention to this duty will save your firm much money in the course of a year.

Reliable firms usually make good on any articles found to be broken or defective. However, if credit is to be given, a wholesale house usually demands that an article be returned or shown to the salesman, even though it is too damaged or defective for future use. You will enable the seller to recover loss from the manufacturer or trace down insecure packing if you carefully preserve such goods. For this reason, when notifying a company of defective goods, always refer to the number or name on the packing slip, if one can be found in or on the package.

Verify the contents of a package before signing a receipt if verification is at all practicable. However, a delivery man cannot always be kept waiting until you have taken all supplies from the box and examined them. Nevertheless, watch to see that you are not signing a bill which says, "Goods received and found to

be satisfactory" unless you have thoroughly examined the goods. Some secretaries write on bills, "Received but not examined." A rubber stamp may be used for putting this inscription above your name.

Quantity ordering

Use good judgment in the quantity of supplies you order. Paper usually shows a slight yellowing with age. A large supply of letterheads or printed office forms in your cabinet will prove very wasteful if another form is adopted. One secretary got a bargain on typewriter ribbons, so he bought a supply which he thought would last the office for five years. Before long, the ribbons had dried out and become so rotten they would not stand up under more than two days' hard usage. No one can control the change of a telephone number; hence forms on which a telephone number appears may become obsolete when a telephone company decides to change the number of a firm.

Purchasing responsibility

In buying for the office or for your employer, use judgment in selecting things that will serve the purpose well. Do not be afraid to spend money if you think your employer would want high-quality merchandise, yet do not use your unlimited buying privilege to throw economy to the winds. Learn to buy goods because they suit the needs of your office, not because you like the salesman of a particular company. Personal preference, though always present, is easily discernible if quality and prices given by a house do not measure up to the standards set by competing firms. Tips, concessions, and favors that influence your choice are not worth the price you will pay in loss of confidence.

You will probably be called upon to purchase personal or family articles for a busy employer. A man who does not have a home or one whose wife's shopping time is limited by illness or by family cares often finds a secretary's help invaluable. Develop

judgment and ability as the office and personal purchasing agent of your employer.

System and forethought in buying

Though the spontaneous buying of gifts for one's family and friends and the observance of special occasions are very fine in principle, a wise businessman arranges a system whereby he cannot overlook such matters. Keep a calendar of birthdays, anniversaries, holidays, and special events which your employer wishes to remember, so that you can remind him of their approach. He may become so involved that he will neglect to buy a gift for Mother's Day, mail a remembrance on Father's Day, or get that all-important present for his wife on their wedding anniversary. To the one slighted, it will seem inexcusably thoughtless for him to have forgotten such an important event, but you who live through a busy office day will know how difficult it often is to remember any personal matter that is not forced upon one's attention. Even though an employer's memory has proved perfectly good, he may often be prevented from getting away in time to make a purchase. Help him to remember early enough either to get the gift himself or allow you to make the purchase for him. In mailing or sending gifts, always see that price tags are removed.

Keep on hand a supply of conservative cards of condolence and congratulations. The businessman who sends these cards to business acquaintances or associates experiencing some of life's joys or sorrows shows a thoughtfulness which marks him among men. Little remembrances are very much appreciated, even though the event may not call for a personal letter from a busy executive. You can often apprise your employer of a death or promotion notice which appeared in the papers. Office employees generally feel more disposed to confide in you than in your employer. An executive who sends a card to an office boy who is graduating from night school or to a clerk who has lost his mother succeeds, not only in surprising the employee, but usually in winning his undying devotion.

Care of supplies

Most secretaries make the mistake of putting too many supplies in a desk. To unload an entire box of envelopes or a package of letterheads in a desk drawer is destructive to both supplies and desk. The edges of paper become torn or wrinkled, and the drawer is strained because it is too full to be worked smoothly. A reserve cabinet or drawer is always a good outlet, but if you have no storage space, try to avoid crowding by getting another secretary to take part of the contents of the box. Do not let your employer's supply of name cards and personal stationery become completely exhausted before ordering a new supply, because engraving sometimes requires time.

Arrange correspondence materials in your desk so that copies are readily accessible in the order in which they are generally used. Try to keep everything in its place. Be especially careful to keep carbon paper in a folder where it will not become creased or rub off on other materials. To have to search for an article may not always be evidence of the fact that your desk is not in order, but it does indicate that you have not thoroughly learned where things are. If you give a little thought to working out a satisfactory arrangement of your desk, you will not be so likely to forget where to put your materials.

Arrangement of office

The position of each piece of furniture should be carefully studied so as to necessitate a minimum of walking. Files should be near the secretary's desk rather than near that of the employer. Chairs should be placed in a position where they are not in the way of persons walking about the room. One chair should be placed so that a visitor can talk comfortably with your employer. Some offices find it necessary to place the employer's desk in such a position that the guest chair cannot be pulled up behind it. The "confidential" caller is so annoying that it may be well to protect

your employer from this type of person, who seldom realizes how distracting close physical proximity can become to his listener.

Reasons for changes

In rearranging an office, it is well to remember that "men like things that stay put; they are averse to change, becoming much disturbed when they come home to find the bed in a different corner of the room." The secretary has to introduce changes sparingly and usually after consultation. A man is often sensitive to any intimation that feminine fancy led to changes in his office arrangement. He will feel much more secure in his position as commander of the office if he can readily answer any comment on a change with, "Yes, the light was not good on Miss Smith's desk" or "We found we needed more room for that new cabinet." For this reason, if you want to move anything, think out a sensible reason for your employer to use when he is called upon to make an explanation. A questionnaire which proved *navy blue* to be man's favorite color was hinted to have revealed only the fact that this was the one color name of which most men were perfectly sure. This masculine love of certainty may be open to ridicule outside the office, but it is an important consideration in arranging office equipment.

Location of clocks

Pulling out one's watch to look at the time before a caller is discourteous, even though business is run on a time schedule. You can save your employer embarrassment by having the clock placed where it is plainly visible to both visitor and employer. Winding the office clock was a duty by which the old-time employer judged his secretary's ability to carry out details. With the installation of electric clocks of all sizes, a new measuring rod will have to be sought.

The secretary's desk

Your desk should not be placed against the wall, because you must be aware of the presence of people as they pass in and out of the office. Aside from this, turning your back on people creates an open temptation for someone to glance over your shoulder at the work on your desk or in your machine. If possible, face your employer, so that a mere glance from him may bring you to his aid.

Need for proper lighting

If you go through any large office, you will find window space occupied by people who seldom sit at their desks, while the darkest portions of the room are assigned to secretaries. That the knowledge of lighting defects does not carry over into office consciousness was evidenced by one businessman who, as a school director, spent much time and effort in insisting on proper lighting in a new school building. He was justly proud of his work, yet he did not realize that fifty girls in his stenographic department had come out of that well-lighted school and were now employed for twice as many hours a day in a room which had not even an adequate number of the old-fashioned glaring ceiling lights.

Secretaries should do their best to overcome a tendency to place a typewriter desk in a dark part of the room. Because your eyes are to be subjected to strain most of the day, try to secure proper artificial lighting at your desk if you find it impossible to get suitable daylight. New fixtures which do away with long-distance glare are a blessing which you should seek for yourself.

Accessories making for office comfort

Be sure that office pens are filled and in place. See that fountain pens are frequently washed out in lukewarm water. Buy fountain-pen fluid, so as not to ruin gold points with poor ink. Place an unabridged dictionary in a convenient location, so that

employers and employees can readily refer to this indispensable part of the equipment of any office. Also, place a waste basket near each desk in the room. Every telephone should be provided with a pad and pencil for taking notes. Hush-a-phones may prove a good investment if some persons have unpleasant voices. Heavy, dark covers may be purchased for telephone books which should be placed on desks where they can be easily reached.

Few secretaries have learned the value of keeping a small supply of all materials on an emergency shelf. If a dozen envelopes, twenty-five letterheads, a few name cards, and a small number of all other forms were constantly kept in reserve, many an awkward situation could be averted. Replace supplies promptly when emergency has caused you to draw upon this reserve.

Office flower service

The floral service inaugurated by florists in some cities probably gives more joy to an office and its callers than any other equally expensive mode of beautifying the office. A flat rate of one hundred fifty dollars a year will deliver a bouquet to the office each Monday, Wednesday, and Friday of the year. Because each delivery brings a different type of flower, about three containers are necessary. A large green glass bowl with a wire screen can be adapted to most bouquets, but also provide a deep spindle vase for long-stemmed flowers and a medium-sized vase for those bouquets composed of only a few rather expensive flowers. Because the opening and care of these prize packages usually falls to the lot of the secretary, she should go to a florist to learn how to arrange flowers. Much beauty can be brought out through artistic arrangement. Aspirin put in the water will help to preserve the flowers.

Caring for the employer's desk

The care of an employer's desk is sometimes assumed by his secretary. This duty is performed during the employer's absence, unless he prefers to have you work with him. Keep his desk

supplied with clean folders for concealing matter not in use. Never put letters on the desk face up; turn the first one over or inclose them all in a folder. A leather-bound tablet folder is very satisfactory, the different compartments forming storage space for different materials without the danger of the papers becoming mixed.

Be alert to remove papers and materials for which there is no further use. A wooden desk tray, similar in finish to the desk, is an excellent place for the employer to put things which he wishes you to remove. Besides a wooden tray and a leather folder, the desk should have a desk blotter, a calendar, a fountain-pen holder containing a pen, and a holder filled with memorandum slips. Every effort should be made to limit things as nearly as possible at this minimum, so that the desk may be easily kept in order.

Respecting private property

Some employers detest having a secretary interfere with anything on their desks. No secretary should trespass just because she has been taught to keep all desks in order. Allow your employer to keep his desk in any way he wishes, without causing him to feel that his preference is eccentric. Certainly a happy medium exists between the officer who has nothing on his desk and the individual who does not even give his domain the traditional spring and fall cleaning. However, remember that the desk belongs to your employer; you are called upon only to give him such help as he desires. With the small living quarters in vogue today, many businessmen find their office desks the only place on earth which they can call their very own. Always see to it that your employer has at least one drawer in his desk for his personal effects and make him understand that no key is needed to insure its privacy.

Tolerance of careless tendencies

You may not approve of the order of your employer's desk, but do not create an antagonistic attitude toward your help by in-

sinuating that he is not neat. Remember that it is a human failing to be unnecessarily neat about one thing and careless about another. Your employer may be a really great man, even though a disorderly desk now hides that fact from you. Consider a lifelong friendship between two boys which was terminated completely in a college dormitory because one never polished the brass faucets on the bathtub and the other left his bureau drawers open about an inch. While everyone else regarded both boys as scrupulously neat, their mutual recriminations led to open battle. Tolerate others' weaknesses, for you may have a great many of your own.

Cleaning files

You can seldom give your files a complete, old-fashioned housecleaning, but you should be constantly putting them in order. Start at the beginning in some of your spare moments, rearranging a folder at a time. Put a marker in a conspicuous position, so that you can quickly resume the work. You will be surprised to find that you can complete the task without the disorder which usually accompanies efforts at housecleaning.

Physical care of files

Provide reinforcements for the punched holes in book fillers. Go over book files periodically to reinforce leaves that have been torn out and to provide new folders for those which have become damaged through constant or careless use.

Uneven growth of correspondence causes some folders to fill up much more quickly than others. A crowded folder should not always be transferred to an inactive file, even though some subdivision of its contents is necessary. Keep the older material active by placing it in a second folder behind the current folder. Plainly indicate both opening and closing dates on the folder of the older material and the opening date on that of the newer material.

Disposition of inactive matter

The disposition of material into inactive files always raises two questions which you should study carefully:

1. When shall I consider material inactive?
2. What shall I throw away?

Little deviation from a strict periodic transfer of regular files is usually considered most effective. However, continuous transfer systems, based upon a specified limit of time for names to be kept in a file, are easily operated. Continuous transfer is especially effective in keeping a mailing list file, names being discarded when there has been no transaction with a firm over a period of time. If all mailing lists were subjected to such a systematic transfer rule, letters would not be sent to people many years after their death. Discarded lists form an excellent basis for a follow-up campaign by a department which may be interested in ascertaining reasons for discontinuance of trade relations with a house.

Conservation of valuable records

Because space in most offices is valuable, all records cannot be kept indefinitely. However, do not blithely go about tearing up everything in the files, as is often done at the end of a six-month period. Never ship away, burn, or otherwise indiscriminately dispose even of inactive files. Usually files of a completed period should be systematically arranged in an inactive file for a certain length of time. This practice will bring to light things that are to be revived. You will need much experience with a business to know what to discard. Use spare moments in this selection process. After much material has been destroyed, carefully pack and label the more important matter, so that future reference may be made to it if necessary. This system will save searchers much time and annoyance at a time when nerves are usually on edge. You cannot always keep your files in order if a number of people have access to them, but have them in order, chronologically and

alphabetically, before packing them away. In most states, suits for collections cannot be brought after seven years. Litigation files should be carried for this length of time at least.

The waiting room

If you have a private waiting room for your employer's guests, put thought into its arrangement. Try to improve on unattractive and inconvenient places where people are usually compelled to sit and watch office traffic go past while anyone is likely to stare at them. A private waiting room has many advantages, as does a private conference room, but its arrangement must take into consideration the fact that guests entertain themselves in this place. Be sure that the room is clean and well aired. Give special attention to the temperature both in summer and winter. If you go into the room occasionally during the day, you will be able to report temperature or disorder to the people who can adjust them. This room should be supplied with cold drinking water, and individual drinking cups if a thermos pitcher is used. One thoughtfully planned waiting room has framed instructions on where to locate toilet and smoking rooms.

Comfortable chairs and a table or desks should form part of the equipment of every waiting room. Secretarial literature has said so much about the necessity of providing magazines for visitors that many secretaries indiscriminately thrust a paper into a visitor's hands as soon as he is seated. This has become most annoying to many people, because the ordinary short wait can be used in thinking out private problems or in getting acclimated to the office. Reading material should be placed in racks where the caller may voluntarily choose what he wants. In ordering periodicals for a visitor's comfort, remember that his reading time is limited. Choose books that are meant to be *dipped into* from time to time instead of being read through from cover to cover. Nothing is more disturbing than to become engaged in reading something interesting and then be called away without being able to finish. Your company's own literature, trade periodicals, good news-

papers, travel magazines, books with pictures, poetry, and current magazines constitute appropriate reading matter.

Ability to advise and suggest

Most employers welcome suggestions in buying equipment or making a change of system. Sometimes letterheads which are carried over long periods of time are chosen with little thought. If you show an interest in office stationery, changes may be made which will place the office on a higher plane. Paper of a white or neutral shade is chosen by houses of highest standards. Letterheads with gaudy pictures on them may be replaced by ones which have only a neat trademark with the name and address of the concern. Envelopes should be opaque, so that contents cannot be read. Two sizes are usually sufficient for general correspondence.

Acquaintance with standard supplies

You can be of great help in ordering supplies if you know something about standard materials. If you ask for a book binder $17\frac{1}{2} \times 29\frac{3}{4}$ inches, it will often be made up for you without question. You are expected to exercise judgment, and the buyer shows his confidence in your ability by not questioning your requisition. Do you know enough about supplies to justify such confidence? Talk to salesmen, go to business shows, and look through office equipment catalogues to inform yourself on this part of your work.

Standardization of filing equipment makes it advisable, from the standpoint of economy, to confine all forms as nearly as possible to the letter size ($8\frac{1}{2} \times 11$ inches) and the library card size (3×5 inches). Other standard sizes (taken from a table prepared by the Hammermill Paper Company) which may be cut without waste are indicated on page 113. Special sizes are expensive and usually soon outlive their usefulness.

In ordering printed forms a secretary can be especially helpful in seeing that the alignment is adjusted for a typewriter. Considerable time is lost because forms are so poorly planned that

each line necessitates adjustment by use of the variable line spacer.

STANDARD FORM SIZES			
The form sizes listed below meet practically any need. Each cuts without waste from standard sizes used by all printers.			
<i>Size of Form</i>	<i>Cuts Without Waste from Standard Sheet Measuring:</i>	<i>Number Obtained from Single Standard Size Sheet</i>	<i>Number of Single Forms Obtained from One Ream (500 sheets) of Paper</i>
$2\frac{3}{4} \times 4\frac{1}{4}$	17 × 22	32	16M
$2\frac{3}{4} \times 8\frac{1}{2}$	17 × 22	16	8M
$3\frac{1}{2} \times 4\frac{1}{4}$	17 × 28	32	16M
$3\frac{1}{2} \times 8\frac{1}{2}$	17 × 28	16	8M
$3\frac{1}{2} \times 17$	17 × 28	8	4M
$4\frac{1}{4} \times 5\frac{1}{2}$	17 × 22	16	8M
$4\frac{1}{4} \times 7$	17 × 28	16	8M
$4\frac{1}{4} \times 11$	17 × 22	8	4M
$4\frac{1}{4} \times 14$	17 × 28	8	4M
$4\frac{1}{4} \times 28$	17 × 28	4	2M
$5\frac{1}{2} \times 8\frac{1}{2}$	17 × 22	8	4M
$5\frac{1}{2} \times 17$	17 × 22	4	2M
$7 \times 8\frac{1}{2}$	17 × 28	8	4M
7×17	17 × 28	4	2M
$8\frac{1}{2} \times 11$	17 × 22	4	2M
$8\frac{1}{2} \times 14$	17 × 28	4	2M
$8\frac{1}{2} \times 22$	17 × 22	2	1M
$8\frac{1}{2} \times 28$	17 × 28	2	1M
11 × 17	17 × 22	2	1M
14 × 17	17 × 28	2	1M
Bond and ledger papers are usually promptly obtainable in: 17 × 22, 17 × 28, 19 × 24, 22 × 34, 28 × 34, 24 × 38.			

Outline of Executive Success, Hamnermill Paper Company, Erie, Pa.

Study of individual office needs

Accustom yourself to the materials used in your particular office in order to superintend their ordering and care. However, do not

allow yourself to continue items over a long period of time merely because they have been traditionally used there. Your business is a growing and expanding organization, so your equipment must be molded to fit its changing needs. Be alert to detect the need for improvements. An inventor is one who sees possibilities that are not observed by those who are completely absorbed in the everyday operation of a machine.

Do not be afraid to make suggestions tactfully for the betterment of your office. A machine sorts with automatic precision, but the wide-awake secretary, by getting a mental vision of the needs of an organization, adds to this machinelike precision the results of thinking. Again, it is suggested that you study office equipment catalogues in order to sharpen your perception and clear your vision sufficiently to weigh impartially and accurately the merits and deficiencies of your office equipment.

BOOKS ON OFFICE MANAGEMENT

Law Office Management (Revised), Dwight G. McCarty, Prentice-Hall, Inc., New York.

Office Management (Revised and Enlarged), John H. MacDonald, Prentice-Hall, Inc., New York.

Office Management, Lee Galloway, The Ronald Press, New York.

Office Organization and Practice, Amy Weaver, Ginn and Company, New York.

Practical Office Supervision. McGraw-Hill Book Company, New York.

CHAPTER SIX

The Reception of Office Callers

Good manners is the art of making those people easy with whom we converse. Whoever makes the fewest people uneasy is the best bred in the company.—SWIFT.

Cultivate the habit of always seeing the best in people, and, more than that, of drawing forth whatever is best in them.—CUYLER.

The office caller

A person who calls at your office has a reason for doing so which seems important to him. Unfortunately, many business offices have habitually put up such a "barbed wire" fence of resistance against intrusion that many visitors approach the reception desk in a defensive frame of mind. Some will persist until they get what they want; a few will report inattention; but the majority will go elsewhere in this age when time is spent to attract customers. The success of any business depends both on friends that *are made* and enemies that *are not made*, for business cannot be divorced from friendship.

Courteous consideration for all people

Everyone likes to be made to feel that he is important. What a delight to see a visitor's face light up when he is satisfied that you have given him a square deal! Contrast this with the expression on the face of a man whose arrival is heralded by the following comment: "The First National representative is here. You don't want to see him, do you?" Even a cordial reception from an officer cannot erase effects of such a negative attitude on the part of an employee. Your first duty is to see that each caller gets a courteous and fair hearing. Even those reputed "office pests"—

salesmen—are self-respecting, hard-working individuals who should receive just treatment. (If you do not believe selling is hard work, go out and earn your living that way for a month.)

A merchant in a large town always gave salesmen ungrudging attention. He hastily put aside other work and listened pleasantly to their story. He told them frankly if he wanted their product and just as frankly if he did not. All representatives departed quickly because he impressed upon them the value which he placed upon a salesman's time. This considerate attitude appealed to the men so much that the merchant became known as "a shrewd buyer but a prince among men." When war regulations demanded that sugar be doled out to stores, that merchant got his full quota from every wholesale house. Other large buyers were slighted whenever possible because representatives remembered that they had previously been treated as impostors.

The reception clerk

Careful office managers complain that they find it impossible to obtain people to receive callers efficiently. This situation seems to be another evidence of the axiom, "It is easy to make a perfect machine, but it is hard to find a perfect man to run it." Serious thought must be given to the problem of filling the positions of reception clerks if an office would be outstandingly successful. The grade of mentality which is drawn for this job in many offices is a strong indictment of the management of the concern. An internationally known woman stopped at a Wall Street office to see a man who had lived at her home as a boy. The girl at the desk stopped sewing (but not chewing gum) long enough to say, "Mr. Patterson is not in." When handed the caller's card, the girl looked the woman over from head to foot and added doubtfully, "Sorry; he *might* be glad to see you." The young broker located the woman at her hotel and showed so plainly that he was sincerely flattered by this evidence of her continued interest in him that she could not refrain from informing him how uncertain of his welcome the reception clerk's remark had made her feel.

Qualities which make a good receptionist

Skill in dealing with people is often lacking in businessmen and women—whether executives, secretaries, or office boys. To anyone who enjoys studying human nature, this talent would seem easy to gain. A person who excels in the ability to meet people well is always alert and polite, tactful and tolerant. He knows business principles in general and the policies of his own particular organization. A thorough acquaintance with the set-up of the office and the duties of the officers and department heads is essential. It is a progressive office that puts at its information desk an old man who has been successful in business. The mellowing influence of age will enable him to form sound judgments based on years of experience. His knowledge of business will have impressed upon him the importance of courteous and intelligent understanding of the wants of others. On the other hand, many very young people are so interested in pleasing others that they deliberately formulate plans for cultivating good will. Youth's flexible attitude of mind is sometimes more easily fitted into the changing attitude toward callers than is that of the older generation.

Meeting your employer's guests

Even though an office is large enough to maintain a reception clerk, you will have to meet people who ask for your employer. In developing a proper background for this work, you should realize that "lack of understanding, which is a form of ignorance, is the cause of discourtesy." For this reason any information which you may be able to obtain about the person who is calling upon your employer will be beneficial.

Democratic attitude of mind

In this country, where all classes of society enter active business, you are sure to meet individuals of many different types. Cultivate a kindly interest in people of all ages, and conditions. If

you have come from the lower walks of life, you may be better fitted to cope with people, for, if you have not developed a contempt for your former surroundings, you will have a bond of sympathy with the poorer class and a keen desire to please those higher up. If you were born to luxury, you may have difficulty in finding a common ground upon which to meet those less favorably reared, but you can bridge this gap quickly. When you have a true desire to be of service, you can usually, like a Salvation Army lassie, go through crowds of the vilest types of manhood without being subjected to disrespect. If you are unable to create respect for yourself, you will nearly always find that your failure to do so is caused by your lack of a desire to serve.

Location of employer

You should know where your employer is and when he is expected back. This requirement is a bone of contention between many secretaries and their employers. Even the man who wrote a very severe reprimand to all executives and office secretaries because the officers' whereabouts often were unknown when a telephone call came for them would never let his own busy secretary know where he was going. His neglect forced her to run miles in locating him. Employers usually know what a help this information is, but they are extremely careless in informing their secretaries of their location. Even with your best efforts, you will have to do much extemporary locating of a well-intentioned employer. Be careful about turning away an unsatisfied caller when you just *guess* that your employer is not in.

Appointment calls

You will keep an appointment calendar for your employer to enable him to be prepared to receive a caller with an appointment. Because these engagements are prearranged to save time, a guest should be received promptly at the appointed hour. Keep your employer reminded of all such engagements. As soon as you find that an appointment is not going to be met, make every

effort to postpone or cancel the call before the person comes to your office. This courtesy will be appreciated. Often you will make appointments for your employer, but they should be confirmed as early as possible.

Preparation of office for caller's reception

When the reception clerk announces a caller, you can generally determine what course of action to pursue. If the caller is to be brought into the private office, see that the room is in order before you go out to meet him or before he is escorted in by an attendant. Be vigilant to see that papers on your employer's desk are in folders or removed, so that his visitor may not be tempted to read them. The customer who left Mr. Brown's office to spread the report that, "Jones must have a cuckoo of a secretary now; I saw a letter from him on Brown's desk today with five ink corrections on it," was also unconsciously criticizing Mr. Brown's secretary. (He probably did not stop to think that his friend Mr. Jones was equally "cuckoo" not to have made those corrections in pencil so that his secretary could have corrected them on the typewriter.) Protect yourself and your correspondents from such thoughtless criticism.

The greeting

Give a personal greeting whenever possible. Even people who are proud of their humility are secretly flattered when you remember them. Treat everyone as though he were worthy of your best attention. Use individual treatment for each customer, but make it uniformly polite. Always talk directly at the person, not around him.

Insist on getting the name and business of every caller. Impostors have made the "blind call" so unpopular that you can safely make a rule of admitting no one who is not frank in his approach. Make a cult of remembering names and faces. That this faculty can be cultivated quite apart from a good memory for other details was demonstrated by a man who could name

and classify fifty persons upon being introduced to them once. After giving his course in memorization at a college for a week, the man forgot his umbrella in the lecture room, much to the delight of the students, who had difficulty in remembering five names correctly.

Contagiousness of optimism

Others reflect your spirit of optimism, but a gloomy mood is equally catching. Never underestimate the value of a joyous outlook on life, but do not make the mistake of smiling all the time. Business is a serious matter and should not be treated lightly. A permanent grin is annoying because it is expressionless. A forced smile is so insincere that visitors often get the impression that you are laughing at them. "American women are the efficiency experts of charm. . . . I am a little weary of being exposed to charm," was part of a criticism leveled at us by J. B. Priestley. Although few will agree with this English novelist, a great many people would rather have a reception clerk or a secretary swear at them than be compelled to witness the agony caused these office employees by having to be perfunctorily pleasant. Force yourself to think pleasant thoughts, so you will not have to veil ill feeling. "Every thought bears fruit of its own kind." Feel pleasant and take joy in the response which others give to your greeting. A nervous frenzy leaves a feeling of exhaustion, so you must strive to be studiously controlled in meeting others. Your greeting, however, should have enough enthusiasm not to give the caller a feeling that he is being "frozen out."

Acting for the employer

Many office callers will be amply cared for by you without aid from your employer. The extent to which you can assist will depend upon your knowledge of the business. The secret of success in this work is your ability to see things from your employer's angle—not to do what *you* would like to do, but what

your employer would want you to do. Do not take too literally the admonition to be natural and frank, but you must retain honesty. Do not tell a caller "Mr. Brown is not in" just because he cannot receive the caller personally. The prevalent lack of faith in office employees is increased by such procedure. Employers who are so unfair as to oblige their secretaries to tell falsehoods have a way of thoughtlessly appearing while the secretary is engaged in trying to convince the caller of their absence and her ability to help. There is no objection to telling a caller: "Mr. Brown is completely tied up this morning, but I shall be glad to try to help you."

Handling a displeased caller

No one can please everybody all the time, so do not become too concerned if some callers are unreasonably displeased by your treatment of them. Keep calm and the other's anger will be likely to subside. "The customer is always right" is a fallacy. All he deserves is a square deal, courteously given. Abraham Lincoln, in refusing to grant a favor to a friend, wrote, "I should have been glad to do anything for you, consistent with justice and proper courtesy toward the others." This should be your attitude toward callers. Rash promises and procrastination in reaching a decision are a detriment to your house. Callers should leave with a feeling that your denial of their demands had a firm basis and was not caused by a lack of desire to help.

Digest of calls

Keep a complete record of calls you have handled for your employer during the day. If you have not discussed these matters with him during a lull in the office day, or given him a written digest to look over, he will often be embarrassed to find that he knows nothing about a matter which you have handled for him. Strict adherence to this report plan will do much to dispel any feeling of insecurity he may have about letting you handle calls.

Granting an interview

No visitor should be granted an interview unless he is to be cordially treated. Simply to tolerate people is inexcusable. The dean of a certain large school always lets you know how busy he is before he starts to talk. He then refers to the matter again several times during the conversation, even though you may have called at his request. He detains all callers too long because, like the minister who wastes half of his service time telling the congregation that "time will not permit," he does not use his time to good advantage. Some executives have this way of trying to make people feel their importance. Their visitors' discomfort is further increased by being compelled to face a framed admonition above his desk, "Do not loiter here." Can you imagine these men getting any help from callers who are constantly kept in such a state of mental perturbation?

Your employer may be relieved of having to force the early departure of a caller if you thoughtfully limit the time by wording your sentence intelligently when you grant the interview. "Mr. Brown has an appointment in ten minutes, but he will see you now" will warn a caller not to overstay his time.

Keeping a calling line moving

Many business houses have gone to the other extreme in extending interview privileges to all who request them. They work on the theory that the servant of the people must be readily accessible to them. The president of a large bank has a line of fifteen or twenty waiting to see him much of the day, but he insists on obliging anyone who expresses a wish to see him personally. The line is kept moving swiftly by well-trained secretaries and assistants. This bank president has a happy faculty for talking to everyone in a leisurely manner and makes callers feel that he is granting them a favor by quickly turning their business over to a competent assistant. His subordinates have cul-

tivated a grace in deftly taking over these matters, with the result that no one feels that his case has been delegated to an inferior. Each caller is quickly invited to another room so that the next in line may take his place at the president's desk.

Ushering in a caller

In bringing a visitor into an office, walk beside him or a little ahead of him, with head slightly turned in his direction. This will enable you to lead the way adroitly without losing the person. Quick staccato movements instead of easy graceful ones indicate a lack of self-control. Stumbling, dropping things, and stepping on or running into objects are due to lack of poise, but as everyone is occasionally subject to such accidents, do not become extremely embarrassed if you prove to have this quite human failing. Quietly pass off any mishap of this kind without making excuses for yourself, but stop to calm yourself when you start to blunder around in an awkward manner. If the caller helps you "pick up the broken pieces," accept the courtesy with a "Thank you," which neither places too much emphasis on the act nor ignores the help. Make the caller believe you expected the courtesy by acknowledging it naturally. He certainly cannot respect your background much if your profuse gratitude gives him the impression that he is the first gentleman you ever met.

The introduction

As you approach your employer's desk, step aside so as not to stand between him and his caller. You are not called upon to make either a formal or an informal introduction; you are performing the function of a butler, and should merely announce the guest by name. Your voice should be directed toward your employer because he must hear the name. (You will have carefully given his name to the visitor before you came in). When your employer is busy, you may attract his attention by saying, "Mr. Brown," if a period of silent waiting does not cause him

to look up. As soon as you have secured recognition, say, "Mr. Jones." The employer will then rise and remain standing until his guest has been seated—two men usually are seated simultaneously. When a man caller is offered a chair, women secretaries sometimes forget to take a seat quickly. This produces an awkward situation if the visitor feel constrained to remain standing while the thoughtless secretary flutters about the room.

As you withdraw from a conference, step back rather than turn away. The official entertainer for a large corporation is known as "the woman who can be in a room filled with people, yet never turn her back on anyone." Most secretaries cannot be in a room with only two people without turning their back on both at some time while still included in the conversation.

Rules of social conduct

Although a wide divergence of opinion exists as to the extent to which social amenities may be practiced in a business office, it is safe to say few houses are in danger of erring on the side of politeness. Most men remove their hats in a building or in a private elevator, but other courtesies equally pleasant are often neglected. Good manners are the result of thoughtfully adapting yourself to your surroundings. For this reason what might be proper at a formal function is out of place in an office, but you are never free from an obligation to follow the rules of business etiquette.

An interview

While a caller is engaged in conversation with your employer, your duty will be to efface yourself from their consciousness, although you remain constantly present to give assistance. One employer says that rubber heels help a lot in this effacing process. Refrain from loud talking, laughing, or discussing personal differences with others in the room. Keep busy, even if you have to pretend you are working (a dilemma seldom encountered in an active office).

Interruptions

Relieve the host of all needless interruptions during an interview. If it is absolutely necessary to talk to your employer, ask, "May I interrupt?" He can then excuse himself from his caller. You should never direct any comment to the visitor when you interrupt. The best method of communicating a telephone call or some urgent matter is by writing a note which you can lay on your employer's desk. He may be able to bow to you or he can ask the caller to excuse him while he instructs you. Usually it is not wise to discuss a matter so that a caller can hear, and it is impolite to speak in a whisper. A note, therefore, is an aid in avoiding embarrassment.

Assisting during an interview

Quickly procure the information and data requested. By anticipating such needs as correspondence, contracts, and other materials, you will make it unnecessary for your employer to direct the caller's attention away from the interview by asking for them. Some employers like to have you unobtrusively take notes on the conversation. Although this is not necessary in most instances, an engagement overheard or figures jotted down are sometimes of inestimable help.

The secretary who knows the work can frequently substitute for her employer without causing a break. The extent to which you can assume this responsibility depends upon the trust your employer places in your ability. The principle of coöperation is the ultimate salvation of an employer. One young woman, by listening carefully during an interview, is often able to go on with the business when her employer must take a telephone call. When her superior is through talking, she does not break off immediately, but lets him get an idea of her progress before she adroitly turns the conversation over to him by some question. As soon as the conversation is running smoothly again, she withdraws to continue her work.

Watching appointments

Always inform your employer of an appointment, even though he has a guest. Work out a probable course of action and then place a note on his desk. "I am telephoning Mr. Jones that you will not be there for twenty minutes," may enable your employer to signify his approval with a nod.

If you hear a guest say that he has to be at Mr. Jones's office at a certain time, watch this appointment for him. Should the time approach before he has finished with Mr. Brown, place a note on Mr. Brown's desk asking if Mr. Smith would like you to call Mr. Jones's office to let him know he will be late.

The exit

If you are still included in the conference, rise when the caller leaves. Guests should usually be accompanied to the door or elevator. If your employer does not wish to perform this courtesy, you should be alert either to do it yourself or to summon a page to conduct the caller from the office. In a small office or in the case of callers who are acquainted with the office through frequent visits, this procedure is sometimes superfluous, but any stranger feels like an intruder if compelled to wander around a place with which he is not acquainted. Most people do not have a keen sense of direction and are extremely embarrassed if they break into a conference room or a broom closet while searching for an exit.

An unavoidable wait

Tell a caller frankly when your employer will be back and make another appointment if uncertain of the time of his return. Do not insist that the caller wait; you can assure him of your employer's regret at his departure, but permit him to exercise his own choice easily. You must try to develop your perceptive powers until you can discern what others want to do.

If a caller must wait, "counting time is not so important as

making time count." Although it is not usually within your sphere to discuss the business at hand before your employer's arrival, you may be able to detect enough during the wait to have papers and data ready when your employer is ready to talk.

Observing caller's interests

Visitors usually look around your office to learn about your employer through his surroundings. When a caller comments on your pleasant office, do not be afraid to agree. It is much better to say, "Yes, we think it is nice; did you notice that lovely view of the Empire State Building over there?" than to make some derogatory remark such as, "It would be if those tenement families didn't hang their wash out down there."

One firm has on the walls of its offices beautiful pictures sent in by its South American branch. A new secretary was asked five times what they were. Each time she replied, "I haven't any idea." The next girl searched out someone who had worked in the South American branch and had such an interesting story that many visitors were sorry when the employer interrupted them by entering before she had finished describing the buildings.

Smoothing out difficulties

A stranger is not familiar with all the rules of your office. Whenever you can help him unobtrusively, try to prevent any error he may make, but never get excited when you cannot. This ability to smooth over errors is a grace which is cultivated by few. So much emphasis is put on avoiding errors that we forget to develop the greater self-control required to ignore them. Although you must not excuse your own errors on the basis of heredity, environment, and training, you must make allowance for these handicaps in others. Try to make those who commit social errors feel at ease. The following illustration shows how a mistake may be glossed over:

A wealthy family hired a New York traffic policeman to direct people at a fashionable wedding in a small New Jersey church.

Just as the bride and her father arrived at the church, it began to rain. The father handed the bride's veil to the policeman as they rushed into the church. They had proceeded half way down the aisle when they heard a snicker from various parts of the audience. Although this made them aware that the policeman was following them, gingerly holding the train, neither the bride nor her father made any attempt to stop him. An ordinary usher would have rushed up the aisle to collar the man, but the wedding ushers, reared in a courteous atmosphere, created no such scene. When the policeman, after carefully arranging the veil at the altar, retreated to the back of the church in military fashion, the ushers smiled a friendly commendation to him. The family has had several years of pleasant bantering about the groom's having married the bride to rescue her from the clutches of the law, but the big "traffic cop" probably does not yet know that carrying veils is not a rainy-day duty for wedding policemen. When the bride asked the photographer on the church steps to include "the savior of my veil" in her wedding picture, many in the audience were not quite sure that there had been a mistake.

Conversation

A doctor found his patients leaving him because his secretary annoyed them by asking impertinent and irrelevant questions when she was not giving them lurid details of her five operations. He had people report subjects which his next secretary discussed in order that his former experience might not be repeated. Would your conversation bear such a checkup?

While the caller is compelled to wait, you must never force a conversation on him if you suspect that he is an unwilling listener. However, the majority of people like to talk and will appreciate any attention you have time to give them. Avoid topics of age, price, clothes, salary, business secrets, scandal, disease, gossip, and personalities. Do not criticize a rival house or its products. The question is then asked, "About what shall we talk to callers?" A safe rule to follow is to talk on subjects in which the caller shows

an interest. The extent to which you can participate will be largely determined by your background. Search for new experiences in order to have varied topics upon which you can discourse. Strive to learn about music, drama, current events, different sections of the world, books, sports, and nature. A secretary to an engineer took a college course in opera because she knew nothing about music. A few months later she came home one night and exclaimed: "I'm repaid for all the hard work I did last winter. Those men were discussing opera today and I knew what they were talking about. Why, I was even able to contribute my two cents' worth to their discussion by furnishing some dates!" On the other hand, a candid confession of ignorance is better than proceeding blindly. By envincing an interest, you may lead the visitor to inform you about a subject.

Asking and answering questions

Recently a woman heard something about which she had wondered for forty years. Gleefully she exclaimed: "Mother was right! If you don't ask questions, you will keep alert enough to find out anything in time." This excellent rule is worth keeping in mind when asking questions, although in business many things must be ascertained sooner than "in due course." However, unless you have a very definite reason why you should know a thing, hesitate before questioning a caller. Most questions reveal lack of self-control rather than wholesome curiosity.

One can be perfectly courteous and yet refuse to answer any question, but one should try to avoid open friction. An executive, arriving to accompany an official of a rival concern to lunch, took advantage of his luncheon guest's absence from the room to ask the man's secretary whether her firm was taking over another house. Conjecture had been rife among people in the trade, and he thought he would surprise this young girl into revealing the secret through her embarrassment. Looking directly at him and assuming a confidential tone, she said: "Those rumors are becoming interesting, aren't they? Of course, one can't be so curious

as to ask direct questions!" The man was not quite sure whether she had noticed that he had asked a question or whether she was flattered that he would discuss the matter with her, but he did not confirm his suspicion that her organization was the one involved. Her employer lost much respect for the executive who resorted to such means of eliciting information, but highly commended his secretary's discretion.

Etiquette

In business you cannot devote all of your time to being agreeable, but time so spent pays high dividends. Business houses demand courtesy in their employees because they are trying to build up a profitable business. As an essential text in learning to be an office host or hostess, obtain a good book on modern etiquette. Surely no one should allow this part of his education to be left to the hit-or-miss theory that he can pick up all points he will need. That method puts a burden on the powers of perception which is not assumed in any other field of learning. Most modern treatises will sum up the subject in such an admirable way as to include points overlooked, even in a thorough training. This study of etiquette will not be a whitewash to cover up your defects, for good manners cannot be divorced from character; however, it will help you to attain a finish which will bring out the good points of your character.

Modern attitude toward social rules

Young people are reticent about asking questions on matters of etiquette. They are sensitive about making their ignorance known, but they are most happy to do things correctly. An experiment at a college, where a big hotel banquet was never well attended, revealed the fallacy of an insinuation that the young generation does not care about its manners. A teacher, suspecting that poor attendance was due to lack of knowledge of how to appear, quietly distributed mimeographed instructions on hotel etiquette. Only one student out of over three hundred missed the

banquet that year, and they all appeared very well. Because older folks are prone to dub every stiff and stilted person as "a follower of Emily Post," young people are led to distrust the benefits to be derived from reading the books on etiquette. Such an unintelligent remark is good evidence that the critic never read Emily Post's book or any other modern book on etiquette and is judging these works by some old books found in his grandfather's attic.

Developing ease in manners

Most people who try to acquire social grace by rule wear their efforts like a mask, evident to all except themselves. A man who became an official of his company at middle age learned that a gentleman stood up whenever a lady entered the room. Laudable as was his desire to polish his manners, he made others extremely uncomfortable by the way in which he carried out this courtesy. Every time a woman whom he knew entered the waiting room of the small residence hotel in which he and his family lived, the man would spring from his chair and stand at attention. Naturally any woman passing through the room became so embarrassed by his obvious efforts that she either wilted into a chair quickly or passed through the room with a mere nod.

Clothes

Practically all treatises on meeting callers lay the greatest emphasis on dress; in fact, there has been such an overemphasis on dress that one should forgive the innocent young secretary if she does not realize that it takes more than clothes to handle an office call well. Now many secretaries are dressing far beyond their means, to the impoverishment of mental and health equipment. Effects of a constantly empty stomach cannot be hidden by fine clothes.

The head of an employment office recently took a group into her waiting room to look at the devastating effects which lack of food is having on girls applying for work. She said: "Here is the

city's tuberculosis crop for next year. Men ask for girls of a certain degree of liness, well-educated, and turned out by Fifth Avenue beauty and dress shops. The only thing upon which these girls can economize is food. I hope I shall be forgiven if, after a few more applicants collapse in my office, I start a soapbox campaign against those rotund, bald-headed, poorly-groomed employers who expect a secretary to do the impossible with twenty-five dollars a week." One was inclined to smile at the woman's vehemence until he saw that the tragedy of the situation made it necessary to issue a word of warning to both employers and secretaries.

Business attire

If you are really interested in what to wear, turn the dial of your radio, pick up any current newspaper or magazine, or walk into any department store to find "just the clothes to make you a business success." One should not minimize the value of these worthy attempts to raise the standards of dress. As long as women scramble articles of evening, sports, afternoon, and street attire (even in clashing colors) to make up one office costume, and men wear a derby hat with a light gray overcoat, we cannot believe good dress will ever be learned by perception any more than etiquette has been. However, while the modern businesswoman is being made the butt of good hints directed at mankind in general, we would warn *both employer and secretary* not to lose sight of far more important qualifications for meeting people.

Avoiding clothes consciousness

A prominent actress, when questioned about her stunning appearance, said: "I buy clothes, I wear them, and I forget them. That is all there is to it." Similarly, you should be able to dismiss clothes from your mind when you meet a caller. Thoughts on dress should always be strictly confined to your home and dressing room. You would probably not have received your position if your attire had not passed certain standards. If you are not

maintaining that standard, your employer is at fault if he lacks courage personally to draw your attention to the fact. A true compliment to a businesswoman was the remark made by a nationally known architect to a contractor: "Your secretary is the only girl I have ever known whose mind was on business to such an extent that she was not patting her hair or making other gestures which draw attention to personal adornment."

Attitude toward compliments

Personal compliments, though seldom evidencing good taste, should be accepted in the spirit in which they are given. If a visitor happens to mention your clothes, thank him naturally, because he evidently thought you would enjoy the comment or he would not have volunteered it. You would be discourteous not to acknowledge his effort to please. Never belittle the speaker's judgments of dress by saying, "Oh, that is a cheap old thing!" Learn to change the subject as quickly as possible without letting the person know that he has caused you embarrassment. If these irrelevant comments become frequent, analyze the reason. You will usually find that you have not been able to forget yourself and are giving an impression of selfishness rather than of service.

Creating an atmosphere of welcome

Do not apologize for disorder in the office. An office caller is intelligent enough not to expect you to put away your work to entertain him. He will not be disturbed to find your desk piled high with things which indicate that he has stepped into a busy office. If things are in the way, remove them with as little commotion as possible. Most people are incapable of refraining from long and tiresome explanation.

The fussy mother who accused her young daughter of "having no shame at all" nearly ruined an excellent hostess. If an early guest caught this girl in the midst of sweeping, she made no excuses, believing that it would be impolite to insinuate that he

was not intelligent enough to know sweeping was done in the best of homes. After a cordial greeting, she would ask him to do some cleaning work while she proceeded with the sweeping. Instead of making the visitor feel that he had committed a *faux pas* by appearing so early, she made him feel that he had arrived just in time to help her. This uncommon understanding of true hospitality has helped her husband to build up a tremendous medical practice. Any of their acquaintances can come to their home at a most inconvenient hour and be assured of a sincere welcome.

Respecting property of others

Do not touch the property of another. If some of it is in your way, politely ask the offender to move it. A visitor becomes very much disturbed if you pick up packages which may contain personal or confidential data. One young secretary has a most annoying habit of looking over the shoulder of a caller and reading any letter or document which may be exposed. She never seems to realize that she is making others uncomfortable.

The body of another person should certainly be regarded as his own property. Patting people on the back, tickling them under the chin, linking arms with them, and similar intimacies are obnoxious to most people, although they may tolerate these acts rather than offend. Do not intentionally touch another person in a business office, but whenever you accidentally do so, be careful not to move away so obviously as to give the individual the impression that he is personally repulsive to you.

Personal indulgences

Gum-chewing, smoking, and drinking are habits upon which public opinion has been pretty clearly crystallized. Whatever your convictions may be on these subjects, while you are on duty you must refrain from any possibility of offending others. If you refuse to indulge, do so in such a way as to cause no embarrassment to the one offering you the treat. Because gum-chewing

and smoking interfere with clear enunciation, you cannot talk to a guest intelligibly if your mouth is thus engaged. One secretary heard an executive say, "Smoking is just an evidence of lack of poise." Because she was a smoker, that seemingly extravagant statement made her watch this conservative man's guests. She became convinced that if a man would be forceful in dealing with a customer, he should refrain from smoking when he went out to greet him.

Business, especially secretarial work, which is based so largely upon the powers of observation, demands clear thinking. Enough foolish deals are made by representatives whose minds are beclouded by liquor without your adding to the list. A secretary who must keep her employer in partial seclusion while others handle his work after a business luncheon will need no admonition on this point; but the average secretary, having no such horrible example, is sometimes careless in accepting liquor during working hours.

An office visitor

When a guest is at your office for any length of time, put the office facilities at his disposal. You may be able to aid him in making telephone calls and appointments, procuring railroad and theatre tickets, making hotel reservations, and taking care of his mail and dictation. Acceptance of tips, gifts, and entertainment for these services should usually be avoided. However, if a service has been outstanding, the guest may feel happier in giving you some impersonal return for the time you have spent. The idea of working for a tip is undemocratic, but sometimes a visitor is not inclined to accept unlimited service from a secretary who rigidly refuses all tokens of appreciation. Flowers, candy, theatre tickets, and other impersonal gifts which you receive from a pleased visitor should be enjoyed, and a note of appreciation dispatched to the sender. However, simplicity in entertainment is always in good taste. Even though you can afford to give lavish service, you must be careful not to embarrass an office guest

by placing him in a position where he feels obliged to make some return for it.

When a guest is to stay for luncheon, you may make table reservations at some dining room. If a number of guests are invited for a conference, it is usually important that they be seated so that the discussion can proceed during the meal. Confusion may be avoided if you make out place cards. After the seating arrangement has been approved by your employer, send the cards to the head waiter.

Speed the final test of good reception

Hugh Gibson, former ambassador to Belgium, told how much he appreciated the kindness of a farmer who, observing his pallor, sent the train porter for a glass of water "to freshen you up a bit." Mr. Gibson pointed out that, even though the farmer had no idea whom he had befriended, he had some real ideas on government. The person who is willing to serve usually has ideas or he would not see the little things to do. Think of the little things and the big things, for no person can put the right degree of emphasis on each of life's efforts! Emphasis in secretarial teaching is put on outstanding duties, but it is the little services which make a caller aware of your intelligence. Do your best, but never for an instant lose sight of the fact that speed is the watchword of American business. If you can quickly get a caller what he wants, he will forgive you much.

BOOKS THAT WILL HELP YOU IN LEARNING TO MEET PEOPLE

Personality and Personalisys, J. J. Theobald, Prentice-Hall, Inc., New York.

Psychology Applied to Life and Work, Harry Walker Hepner, Prentice-Hall, Inc., New York.

Personality, Harry Collins Spillman, The Gregg Publishing Co., New York.

Personality and Salesmanship, Holmes, The Southwestern Publishing Co., New York.

Why We Behave Like Human Beings, George A. Dorsey, Harper and Brothers, New York.

Etiquette—The Blue Book of Social Usage, Emily Post, Funk & Wagnalls, New York.

Color and Line in Dress (Revised), Laurene Hempstead, Prentice-Hall, Inc., New York.

Building Your Personality, Hattie Marie Marsh, Prentice-Hall, Inc., New York.

CHAPTER SEVEN

Telephone Supervision

The differences among great achievers lie not in the kind of imagination they possess, but in the applications they make of imaginative power.—*English in Modern Business*.

No feature of your work will be more important than that of telephone supervision. If you can master this art, you will become a real asset to your employer. Telephone problems demand an immediate and correct response. You cannot concentrate on them and solve them in a leisurely manner. If you make an error, there is usually no way of rectifying it. For this reason you must give much thought to the general technique of handling calls in order to have a well-defined idea of the ways in which various demands are met. When faced with a particular problem, bring all of this stored-up knowledge to bear upon it.

Telephone courtesy

A condensed résumé of hints on telephone courtesy in various booklets published by the telephone companies covers the following points:

1. *Speak clearly*.—Over the telephone, your entire message must be trusted to your voice. Your pleasure, your cordiality, your sincerity must be expressed, not by your eyes or smile, but by the quality of your enunciation, by a cheeriness in your greeting—by the rising inflection which you give to your sentences.

2. *Pay close attention*.—In speaking over the telephone, you must give a customer scrupulous, courteous attention. There is no reason for listening to his conversation with half your mind and entering figures with the other half. Your voice reflects your attentiveness; a lack of interest is easily detected.

3. *Be concise and courteous.*—A good telephone salesman makes his point in a few sentences. Try to shorten your telephone conversations, not by leaving unsaid something that is of real importance, but by saying it in as few words as possible. Let your tone be both cordial and sincere.

4. *Answer promptly.*—Promptness indicates alertness. Readiness with which a telephone call is answered shows pretty accurately the quality of service an organization may be expected to give.

Development of consciousness of what other person wants

When you cannot see the person with whom you are speaking, it is easy to forget that he probably had some definite reason for calling. Keep keenly alert to comprehend just how you can be of service to him. A large organization sent the following circular to its secretaries:

When you are handling an incoming telephone call for an officer, in his absence, bear in mind the following points:

1. The customer, disappointed at not reaching the officer directly, wants only one of three things:
 - a. To be called back.
 - b. To leave a message.
 - c. To know definitely where or when he can reach the officer.
2. This being the case, you should avoid particularly the hackneyed phrases, "Mr. Blank is in conference," and "Who is calling?" and reply instead somewhat as follows:

"Mr. Blank is in a meeting until about 11:30. Would you like to have him call you back?" or "Mr. Blank is out, but is expected back in about an hour. Do you wish to leave a message for him?"
3. In order to have this information when you need it, you will have to be on the watch for your officer's leaving his desk, and if he forgets to tell you where he is to be located, remind him that you are expected to know.

The above instructions are valuable in taking care of a call, but they do not render any service in accomplishing the thing for which the person called. If you are a real secretary, you will

know the business of the office so well that you can take care of many calls without making it necessary for your employer to handle them personally. Instead of saying, "Would you like to have Mr. Blank call you back?", say, "I wonder whether I could help you; Mr. Blank will not be back for an hour." The man thinks he wants only the officer, but by wording your question so that a courteous offer of help comes first to temper the bluntness of a disappointing statement, you will probably be able to eliminate an annoying wait. Suppose the man tells you he wants to inquire whether the XYZ Railway 5% Bonds have been called. You may be able to inform him that they will be redeemed on March 15 at the main branch of your bank. If you are not sure that your firm is giving out this information, you may say, "I'll find out in a moment." This will free you so you can ask someone in authority.

Never let yourself get to a point where you "dispose" of telephone calls. You must always keep in mind the ideal of service, for this is the secret of successful telephone supervision. An experienced girl, picking up a call, was told that Mr. B. wanted to speak to Mr. M. Her reply, "Mr. M. is in Boston," and her careless tone of voice closed the call. Mr. B. was a very important man, so it was imperative that his call be properly handled. Someone discerned the situation and, before she could hang up, suggested that she tell Mr. B. it would be possible to reach Mr. M. in Boston if he would like to do so. She added in the same careless tone, "If it's anything *impressing*, we can call him in Boston." Her attitude failed to be "impressing" to this man, for he asked her to put someone else on the call. Her lack of effort, coupled with her ungraciousness, made her intolerable. Fortunately, most secretaries do not lack a desire to help; their most grievous errors are due to thoughtlessness.

Extent to which you may save your employer's time

Every successful man is subjected to the wiles of salesmen and others who would occupy all of his time if they were allowed to

do so. As most large offices do not permit solicitation during office hours, the information clerk will insist that any visitor tell his business before he is announced to an executive. This system precludes the possibility of many such interruptions; but, as the telephone has no "watchdog," you will be expected to perform this function.

Some organizations insist that all calls be immediately turned over to the executive, but the majority of officers prefer that each telephone call be announced. Although you will be expected to follow the policy of the firm, it is generally conceded that if you say, "Mr. Jones is on the wire," your employer can begin his conversation with a much more personal note.

Many people are sensitive about being bluntly asked, "Who is this?" So much has been written about that form of question that the secretary who uses it is branded as ignorant of the rules of the profession. Make a game of trying to find out a caller's name without asking a direct question. Usually it may be elicited by saying: "Do you wish to speak to Mr. Brown personally? This is Miss Smith, his secretary."

If a man has nothing to do, there is no reason why he should not be allowed to answer his own telephone if he prefers. However, young men and those not firmly established in their positions often delight in the trivial ostentation of having a secretary announce their calls. If their customers are more impressed with their importance, this procedure is possibly a matter of good business. You should be quick to sense the preference of your employer and accede to his wishes.

Although it is desirable to save your employer, you must always be careful that you do not become too zealous in protecting his time. Do not waste the time of the person who is calling by asking useless questions. The realization that your employer is a busy man sometimes dims your perception of the fact that the caller may be equally busy. A certain Wall Street secretary has made herself very unpopular by never connecting anyone with her employer (either on incoming or outgoing calls) until

she hears the voice of the other man. She will snarl, "Putt 'im ahn, please," in such a way as to offend the person calling. If you wish to be helpful, it is usually possible for two secretaries to hold the wire until both men are ready to talk. Etiquette demands that your employer be ready to speak before you put in the call, but sometimes he is interrupted before you reach the other person and finds it difficult to make an immediate response. People are generally tolerant of these delays, unless they are known to be habitual.

Art of getting names and information over a telephone

So much emphasis has been put on brevity that many secretaries try to reduce their conversation to telegraphic curtness. Take time enough to get essential data. Nothing is more exasperating than to find that a call is lost because someone has failed to obtain sufficient information. In every call a minimum of two things must be taken down correctly—first, the name, and second, the telephone number. If you do not assure yourself on these two points, your services are of little value. Do not be too sure that you know a certain voice and so neglect to check the name. Often two men have voices very much alike. If your employer telephones one of them and finds that he was not the person who called, it may be impossible to locate the man who did call. To avoid confusion say: "I will have him call you as soon as he comes in. This is Mr. Jones, is it not? . . . And your number is? . . . Thank you, Mr. Jones. You will hear from Mr. Brown around two o'clock." Because a man may not be in his office when he calls, get his number and extension; unless you remind him, he frequently forgets to tell you that he will be at another desk in the afternoon.

In receiving names, it is often necessary to have them spelled in full. You may mistake the spelling—and nearly always the initials—if you do not check carefully by saying, "M as in Mary, L as in Lawrence." In confirming messages, some secretaries make use of the telegraphic letter code: A for Adams; B for

Boston; C for Chicago; D for Denver; E for Edward; F for Frank; G for George; H for Henry; I for Ida; J for John; K for King; L for Lincoln; M for Mary; N for New York; O for Ocean; P for Peter; Q for Queen; R for Robert; S for Sugar; T for Thomas; U for Union; V for Victor; W for William; X for X-Ray; Y for Young; Z for Zero. This is an excellent method by which to attain speed, for it is possible to repeat letters with great rapidity if you have learned the code. True, a message is made much more individual if you can insert some word which is of timely interest. For example, you might say to a baseball fan, "D as in Dodgers," or for a person who has been following current events, you might say, "N as in Neutrality." You must, however, be sure that the interests you stress are those of a listener and not your own. Above all things, never try to confuse another person by flaunting your superior knowledge. One businessman, in repeating a message to a girl with very limited educational background, was heard to say: "P as in Psychology; A as in Aklavik." The girl might not have known much, but she did know that he was not well balanced.

Numbers may be checked by repeating, "Nine-eight—two less than one hundred: two-five—half of fifty. Be sure to get numbers correctly, and write them down before you repeat them. If this is done, you can read the numbers from your own writing, thus avoiding the danger of transposition caused by noting them down later.

How to handle a volume of telephone business

When the bulk of the business of a concern is transacted by telephone, it is necessary to learn how to handle these calls in such a manner as to keep the lines free for incoming calls. You may have three or four wires coming into a small office. Often these lines are so connected by switches that a call on any line may be picked up on all receivers. Do not keep anyone waiting unnecessarily. Get the number and call him back. This practice will free your lines for other business.

Make calls concise. You can often terminate a call by careful wording. However, this requires tact, for you must not leave a customer with the feeling that he has been shut off.

When it is necessary to place many calls, have another person on the line ready to talk as soon as your employer's first call is

EVERY DAY — *Your Telephone Voice*

WHEN you answer your telephone, does your voice do you justice?

Does it do the office justice?

At your desk or at the counter you are gracious, friendly, and tactful. You are face to face with your customer, and your personality is seen as well as heard. Each of you sees the other's smile and his sympathetic changes of expression.

But on the telephone your *voice* has to do all this.

It has to carry your personality over the wire, so that your customer may hear the smile he cannot see.

You should be as particular with your telephoning voice as

you are with your personal appearance. Every time you use the telephone it is your company that is talking, and you have the opportunity to make or lose a friendship that may be very valuable to the organization.

LISTEN to yourself once in a while, and see if your telephone "appearance" is all that it should be. Only when it is low, clear, distinct, and well modulated can your voice do you justice.

It is easy to let down a bit sometimes, and give an impression of indifference that your customer may be quick to detect.

Clear, cheerful speaking on all your telephone lines is bound to make friends for the company.

KEEP THIS BEFORE YOU

till you are satisfied with your telephone manners

complete. This requires keen perception, because you will have to judge the probable length of the conversation in progress.

Cultivation of voice as aid in developing telephone personality

Nothing is more essential to good telephone work than a well-modulated voice. The majority of secretaries have taken little

time to train their voices, having been too busy learning the "silent art"—shorthand. It is well to devote some thought to voice culture. Most defects in voices are the result of some form of improper placement which could be corrected by instruction. A lisp is a serious handicap to telephone work, but it can be overcome by special instruction. However, do not become discouraged if your voice does not pass a radio broadcasting test. One of the most beloved men in Wall Street has a voice that is high-pitched, unmelodious, and otherwise distracting in tone; yet his desire to help others makes everyone happy to talk with him.

A reminder, like the one on page 144, placed on your desk, will help you to develop a consciousness of the value of a pleasing telephone voice, even though you may lack much in tone quality.

Directories

The directories put out by the telephone companies are handbooks with which you must become familiar. Make the utmost use of them by studying the tables of rates and general instructions in the front of the book. The classified directory, which often enables you to locate a person when his name is not known to you, is a source of information which most secretaries bury in an unused drawer.

A man said to a woman caller, "I wanted to call you, but I did not know where to reach you." She replied, "You must have a very inefficient secretary; the name is listed in the telephone directory." That criticism of the secretary was justified but should have applied equally to the employer. Many people do not exhaust the possibilities of securing information from a telephone directory. When any question of location comes up, be sure that you consult the directory to verify your answers.

Make up a "frequent call" index. Many large organizations issue an internal directory which gives the extension numbers of their officers and departments. Space is usually provided in these books for inserting other numbers frequently called. A

neat device for keeping numbers is a small box, with a base about four inches square. A glass top enables one to see the numbers printed on a removable roll, which is built on the principle of a camera film and is wound forward and backward by means of a finger wheel at the side. Indexed pads called *telelists* have come into common usage during recent years. Pressure of key to "R" will automatically open the list to "Reynolds & Company." These desk pads are variously supplied with other equipment such as a clock, calendar, pen and pencil set, memorandum holder, or desk lamp. The number and quality of items included in these desk ensembles depends on the money one has to invest in desk equipment, but even modest equipment is helpful in handling telephone calls.

Coöperating with operators

Usually trouble in securing numbers is the fault of poor enunciation. Call numbers in groups of two figures to enable the operator to remember them easily. Move the hook slowly up and down to recall the operator. The more angry you become, the less likely you are to get an immediate response, for a quick depression of the hook does not flash a light on the switchboard.

When you have received a wrong number, never be discourteous to the person answering the call. He really has more reason for impatience than you have. Do not reveal a petty nature by starting to tell him your difficulties with operators. This habit is equally annoying if your own operator has put a wrong call on your wire. One businesswoman has much trouble with her calls because another officer of the company has the same name. She impresses callers with the dignity of her organization by calmly saying, "I am sorry, you have Miss Smith's wire, but I will have you transferred to Mr. Smith." Even though she is often disturbed, she controls herself so that she always displays extreme courtesy in telling the company operator when a call is not meant for her.

Telephone operators are provided to give assistance when you need it. In very small places all types of requests may be handled by the operator who first answers your call. This is not so in the large cities, where there are several kinds of operators. In a city, for instance, you call "Information" or dial the code for "Information" to obtain a number not listed in the directory. If you want to report a telephone out of order, you call "Repair Service." To reach nearby out-of-town points, you call your "Operator." If the call is to a distant point, she will connect you with "Long Distance." Under dial service special numbers are listed for these various services in the front pages of the telephone book. In ringing "Operator" for all of your needs, you are wasting your own and the girl's time, even though she will always tell you how to call these special operators.

Recording telephone calls

Do not trust your memory on telephone messages. Have a pad in a position where it is always readily accessible for taking down information as it is given. Some organizations have a specially printed form for receiving telephone calls, similar to the form shown on page 148. When an executive returns and finds such a notice on his desk, he can confirm the engagement. If the appointment is satisfactory, nothing more will have to be done, but if he has made other arrangements, it will be necessary to call Mr. Jones. This call will be facilitated by the data he has in front of him. Even if you are not supplied with such pads, it will be well to keep the same points in mind as a guide in making notations on calls.

Some executives have a calendar on their desk for recording all memoranda; others prefer to have telephone calls recorded on a slip of paper which can be destroyed when the call is completed. Care must be taken to place these loose memoranda in a conspicuous place, always weighting them so that a gust of wind may not take them off the desk before the executive returns.

*The hold key*¹

Use of red and black keys on a telephone box in many offices is often not understood by secretaries. By pressing these keys, a call may be held until you are ready for it. This arrangement is advantageous when it is necessary to make another call to secure

TELEPHONE CALLS	
Mr.	<i>Brown</i>
Called by	<i>F. E. Jones</i>
Firm	<i>First National Bank</i>
Telephone number	<i>Main 459</i>
Extension number	<i>23</i>
Time	<i>2:30</i>
Message:	<i>I made a luncheon engagement for</i> <i>Friday at 12:30 Mr. Jones will meet you here.</i>
Call received by	<i>M. J. Smith</i>

information with which to answer the first call. When holding a call, you must not forget to pick it up again; you may easily become so engrossed in other work as to neglect to draw your employer's attention to a waiting call. The safest method is to put a memorandum on his desk to the effect that Mr. Phillips

¹ Suggestions for special arrangements of telephones and hold keys are made by telephone company officials upon request, so do not hesitate to have a representative of the telephone company study the secretarial problems peculiar to your office.

is waiting for him on another wire. This procedure has two advantages—first, you are relieved of the responsibility of notifying him again; and second, he may make an effort to terminate the other conversation if he knows someone is waiting.

A courteous lifting of the receiver and some such remark as, "This seems to be a long conversation, but I'm sure Mr. Brown will be with you in a minute," makes the wait much more pleasant for the one who is holding a wire. Nothing can be more bewildering than to hold a receiver and not know whether your call is receiving attention or not. Time goes much more slowly for one waiting for it to pass than it does for one who is busy. You must be aware of this and bridge any awkward wait in the most helpful way possible. Sometimes you can ascertain enough about the call to have needed data ready when your employer is free to talk. However, it is usually bad taste to force your conversation on someone who does not wish to talk with you. Some men take such opportunities for banter, yet they usually lose some of their respect for the efficiency of an office if you enter into an extended personal conversation. On the other hand, you should never give offense by "putting him in his place" sharply. A pleasant and intelligent, though busy, manner is best suited to your position.

Communicating wires

Where several wires can be picked up on one receiver by moving a lever, great care must be taken not to interfere with a person talking on one of the wires. Listen before you answer a call, in order not to interrupt a conversation that is in progress. Study your bells and distinguish between them before answering.

If you are stationed in a room separate from that of your employer, your telephone will probably not ring in the executive's office. A private signal will summon him when it is advisable that he handle any call personally. However, because an executive can usually call outside direct, avoid any danger of breaking

into his conversations through picking up a wire in your office hastily.

Many men appreciate a secretary's remaining on the wire to take down information and figures. You will generally find it safe to assume this is your employer's desire unless the call has a personal note.

The dial telephone

In acquiring the technique of using a dial telephone, you must remember that it acts with mathematical precision. First, listen for the "dial tone" before starting to dial. When ready, signal correctly; the fact that you are thinking 2887 clearly will not place the call. You must dial each number slowly until the finger touches the stop. Give the dial time to return to its normal position after each turn.

When your office is on a limited call service, be sure to report to the operator when you receive a wrong number, because such charges can be canceled. This precaution is necessary because, if a number dialed in error is answered, the telephone company's call-recording mechanism will, of course, register it as one message. When you ring a number again, another call will be charged unless you have notified the operator to cancel the first charge. (Of course, you should not make the telephone company responsible for errors you make through carelessness in dialing.)

Personal calls

Most businessmen prefer to give their secretaries the privilege of using an office telephone for their private calls. They realize that you are kept in all day and must occasionally arrange personal affairs by telephone. However, abuse of this courtesy has caused some organizations to make rules restricting personal calls.

Your friends probably won't call you so often as to become annoying, but they cannot see when you are busy and often call at an inopportune moment. They should realize your time is not your own when employed by another, so do not hesitate

to inform them that you are engaged and must cut the conversation short. Usually a message can be condensed into a few words. When you are busy taking dictation, somebody else can usually take the message or secure the number so you can call back. Above all, it is fatal to give your employer the idea that you are giving personal calls precedence over business.

Although it is advisable to put in personal calls when your employer is absent so that you will be free to help him when he returns, do not hide the fact that you are making them by hanging up when you hear his step in the hall. An impression of stealthiness is so offensive that you must be careful to terminate calls in an open manner.

Don'ts for Telephone Use

1. *Don't scream.* A loud voice does not travel smoothly over the wires; a well-modulated tone will make a much clearer impression on the electrical mechanism. Also be considerate enough to remember that, even though your business may not be a secret, few are interested in what you are saying. Loud speaking is often most annoying to your colleagues.

2. *Don't talk with the transmitter away from the mouth.* It is easy to talk at the desk or in the direction of the note you are making instead of speaking directly into the transmitter. The rule is: Speak distinctly in a normal tone of voice, with the lips about one-half inch away from the mouthpiece.

3. *Don't say, "Hello."* This is a meaningless expression. If you say, "Mr. Brown's office, Miss Smith speaking," the one who is calling will not have to ask any questions and can save time by immediately delivering his message.

4. *Don't guess at who is calling.* Phrase your conversation so that you can make sure of the identity of the speaker.

5. *Don't give out information indiscriminately.* Always consult others, unless you are perfectly certain that your firm would wish the caller to receive requested information.

6. *Don't slam the receiver back on the hook or down on the desk.* Untold annoyance and discomfort are often caused by this thoughtless

habit in people who would never think of closing a door in a caller's face with a deafening bang.

7. *Don't neglect to accord your employer the courtesy of a title.* The secretary who says, "Brown is out," has not only failed to uphold the dignity of the office, but has shown a lack of good breeding.

8. *Don't transfer a call without asking permission to do so.* Anyone resents being racketed around like a tennis ball. Either get someone to pick up the call or, if you are sure another department can complete the call, ask the permission of the person calling to make the transfer.

9. *Don't neglect to cover the mouthpiece or press the hold key when not talking.* A listener is usually much embarrassed to hear a complete discussion of his request, especially if the comment happens to be uncomplimentary. You cannot always guard against impolite remarks, but you can be careful to spare a caller the pain of hearing them. If the telephone is on your desk, put on the hold key or turn the mouthpiece aside before you resume typing.

10. *Don't keep people waiting.* Be sure you are ready to talk before putting in a call. The "wait-a-minute" command is especially irritating to a person who has been called away from his work to answer your ring.

Bad examples of telephone use

A study of the foregoing "Don'ts" would enable any experienced worker to go on indefinitely giving illustrations in which good telephone usage has been violated. However, a few concrete examples are given in the hope that they may serve to emphasize particularly annoying practices which have grown up in a large number of houses.

Loud speaking.—Secretaries who speak above an audible tone are not the only persons at fault. One officer shouts so loudly that he really needs no phone to communicate with local points—his voice, if directed out the window, would carry for several blocks. Although his office conversation is not loud, those who work with him have to become accustomed to his loud telephone calls. Strangers are much distracted by them. One important customer decided not to wait for the executive in an adjoining office. Upon

departing, he confided to the secretary, "That noisy fellow would have me insane if I waited here half an hour."

Lack of discretion.—Many secretaries do not realize that within an organization there are trade secrets which must be guarded jealously. It is hard to realize, upon coming from the friendly atmosphere of a home, that there are people who will stop at nothing to get information that will further their own interests. A competitor firm was anxious to know whether a certain wholesale house was selling to one of its customers. A salesman, waiting until the sales manager of the rival house went to lunch, called his secretary and calmly asked the amount of the sales to Jones & Company for the month. Assuming that the voice came from someone in her own organization, the girl walked to the files and gave the salesman the figure without question.

Shifting of calls.—Secretaries often cannot answer questions, but they must be sure that in shifting the call they are not starting a chain of transfers, which becomes a growing annoyance in dealing with highly departmentalized offices. A customer called a department store and was connected with first one person and then another. Each time he told his story, he was transferred to someone else. Upon receiving a fifth person, he refused to repeat his complaint until assured that he would not be switched to someone else. A young clerk listened carefully, took the message, and then said: "This is Miss Lee speaking. My extension is 818. I will have this error checked at once and Mr. Smith will call you back in fifteen minutes. I am sorry you have had so much difficulty. Will you call me back in half an hour if everything isn't satisfactorily adjusted?" This girl knew absolutely nothing about the matter, but realized the impression repeated shifting of responsibility was giving the customer. Few people will deliberately slight a person when he is present, but they have no hesitancy in seeking the easiest way out of a telephone call.

Inability to recognize money values.—Many secretaries do not realize that proper handling of a telephone call often has a money value. One noon hour a stenographer for a firm of building con-

tractors received a call from a stranger who asked her where a plaster-mixing machine was wanted. The man said he had taken it to one building as instructed and found it was not needed there. The girl said, "Mr. F. will be back in an hour." The secretary to the president knew that these movers charged seven dollars an hour, so she rescued the call. After taking the number of the booth telephone, she carefully instructed the man to stay where he was until she called him back. By telephoning to several of the firm's twenty-eight contracting jobs, she located the building where they were waiting for the mixer. In ten minutes the booth had been recalled and proper instructions issued. Money was saved for the firm, not only in the cost of moving but in the wages of a number of plasterers. Is it any wonder that one of New York's largest contractors commented to her employer that she was the only woman he would trust to handle a business deal?

Keeping others waiting.—Many secretaries are blamed for keeping people waiting when really the fault lies with an employer who has no regard for the time of others. It is easy for secretaries to criticize this fault in a superior, but they are often equally guilty. One firm was constantly getting credit information from its bank, the secretary taking down the report in shorthand. Such scrupulous care was always taken to cause these credit men little trouble that nothing was too great a demand from this firm. A short time after a new secretary had displaced the thoughtful one, an officer called all the credit men to his office, saying, "I cannot understand this; there is now nothing but trouble with the firm where formerly we have had nothing but praise from them." It was explained that the new secretary would call the credit department and then say, "Wait a minute." Sometimes she would keep a busy man waiting as long as eight minutes before she picked up the call again. Then she would be unable to take the report down correctly and had been known to call back three times to have figures repeated. Each time the credit man had to send to the files for the folder, and then perhaps only to find that she had picked up another call and was expecting him to

wait until she finished. Even courteous explanations failed to make her change her tactics in dealing with a free service department.

Telephone secretarial bureaus

Bureaus have been established by individual concerns to take care of telephone calls in the absence of a secretary. These bureaus may be found listed in any classified telephone directory. A small fee is charged for the service. Employers who find it advisable to receive all calls often employ these bureaus to supplement their regular office force. In the case of a physician, it is imperative that calls be taken care of at all hours of the day and night, but usually there is not work enough to warrant hiring more than one office secretary. To provide relief for long hours, a connection may be made with a telephone secretarial bureau. Even temporary service may be secured for such periods as vacations of the regular secretary.

If these service bureaus have been retained to relieve you, do not forget to notify them when you leave the office. In allowing them to make appointments, be sure that they have a correct copy of the office calendar for the next few days. See that you instruct them as to where your employer can be reached in case of an emergency call. When secretarial bureaus are connected direct with your office, they may pick up a call if you are slow in answering. Do not break in on their conversation, for the caller will not know that they are not in your office. If it is absolutely necessary to make a correction, use special tact in interrupting.

Interoffice communication systems

Several types of interoffice communication systems between businessmen and their secretaries who are located in different offices are in current use. These devices look very much like miniature radios placed on the edge of the desk. They can be adjusted to take care of a very low tone or a whisper, and they can

be adjusted to amplify the voice for broadcasting purposes. In schools, factories, and large sales offices these systems are used for communicating a message to several people at one time. Where only two instruments are installed, the purpose is to secure quick and confidential communication. An executive may have no telephone bell in his office. His secretary will be expected to take complete charge of telephone calls and announce only those that are important enough for executive attention. Be especially careful, when communicating with anyone over such a system, not to place the telephone receiver on the desk in such a position that it will pick up sounds from the interoffice communicating system. These installations are economical in that they relieve a private telephone switchboard from the necessity for handling a volume of interoffice calls, especially when they are installed between departments which are located at too great a distance from one another to make regular conversation feasible.

*Types of telephone service**

Telephone facilities have been developed in this country to a point where there is a form of service to fit almost every need. Make an intelligent study of these services, so that you will be able to use each most economically and efficiently. Telephone companies are happy to coöperate with you in working out your individual problems.

Person-to-person calls

A person-to-person call is the more expensive of the regular types of out-of-town calls. For example, you put in a call for the Girard Metal Works, Philadelphia, and ask to speak to Mr. Howard Worthington. When the long distance operator calls the Girard Metal Works, she gets Mr. Worthington to the telephone before she notifies you that your call is ready. You are then free to begin talking at once, charges being made from the time the conversation begins. If Mr. Worthington is not there, a small report charge may be made. However, if you instruct the operator

* The remainder of this chapter describes service under normal conditions. Owing to the war, necessary restrictions and changes were made from time to time. Secretaries should be informed of all such restrictions, and should watch for their relaxation.

to try again a little later and she succeeds in reaching him, you pay only for the call.

Station-to-station calls

A station-to-station call is cheaper than a person-to-person call and is usually handled more quickly. You give the number you want in a distant city, agreeing to talk to anyone who answers the telephone. If the operator asks you if you want to speak with some particular person and you give a name, you have made a person-to-person call of your station-to-station call and accordingly will be charged more.

Judgment in placing a call

The desirability of a particular type of call can be decided upon only by knowing both your employer's wants and the circumstances surrounding the person called. Remember that in a station-to-station call, you are charged from the time the telephone is answered. An electrician asked his secretary to place a call for Mr. Smith of the Gray Electric Company in a distant city. The young woman called the telephone number engraved on the stationery of the Gray Company. Because the call had been executed on a station-to-station basis, the charges began as soon as the Gray operator answered. After much waiting, Mr. Smith was located. In the meantime the charges had mounted to \$5.20, whereas a person-to-person call would have cost only \$3.35. Had the secretary known her business, she would have been aware of the risk in making a station-to-station call to a busy executive in a large organization.

If you know the person desired will answer his own telephone number, or if you have previously arranged to talk to a person at a certain hour, or if anyone who answers the telephone can take care of your request, it is advisable to take advantage of cheaper rates. Where branch offices of an organization are connected by private teletype service, it is customary to wire ahead before putting in a long distance telephone call. When you receive a reply that Mr. Smith is at his desk waiting to talk to your employer, it is safe to place a call on a station-to-station basis.

Night and Sunday Rates

Reduced rates to most points in the United States, Canada, and Cuba are in effect from six o'clock P. M. to four-thirty o'clock A. M. and all day Sunday; and to certain international points between five o'clock P. M. and five o'clock A. M. and all day Sunday. These rates apply both to station-to-station and person-to-person calls. In some businesses great savings are being effected by making use of night rates for long distance calls to salesmen and branch offices. Each man can be ready to talk when he is free from distractions of a busy day by making arrangements for the call beforehand.

Appointment calls

In placing a person-to-person call, you may specify a certain time that you will talk with a person. The telephone operator will endeavor to put the call through at the exact time. The charge is the same as for a person-to-person call.

Messenger calls

If an individual with whom you wish to speak does not have telephone service, a messenger will be sent to call him to the telephone. The charge made by the messenger (often a telegraph messenger) will be added to the charge for the telephone call.

Conference telephone service

By means of conference telephone service three or more persons in the same city or in different cities can confer with one another by telephone just as though they were all seated around the same table. Each can hear and be heard by the others. The secretary may arrange a telephone conference by calling or dialing "Long Distance" and asking for the "Conference Operator."

Collect calls

The recipient of a call may be charged for it if he agrees to accept the call at the request of the caller, or if he requests that

the charge be reversed. You should understand thoroughly how to handle calls in which charges are reversed. In some businesses customers have a habit of calling up on any pretext and asking that charges for the call be reversed. The cost of such calls sometimes makes their patronage unprofitable.

Many firms ask their salesmen to reverse charges on all calls made to the home office. The salesman putting in a call will request that charges be reversed. When the telephone operator passes the call to you, she asks whether you will accept the call. Be sure that your employer would want to pay for the call before you accept it.

When a businessman feels that the necessity for the expense of a telephone call was the responsibility of his firm, he may, when the call is finished, ask you to tell the operator to reverse the charges. Suppose a farmer, failing to get repairs for his plow, calls the hardware store to ascertain the reason for this delay. If non-delivery was due to negligence at the store, it would probably be good business for your employer to insist on paying for the call. As soon as he hangs up, instruct the operator accordingly.

Some private businessmen ask their secretaries to reverse charges on all family calls. "When son calls from college, father pays"—in this case, direct. It is important that you be alert to carry out such arrangements.

Initial period rates

Telephone calls for which the charge is twenty-five cents or less are based on an initial period of five minutes. For long distance calls, the initial period is three minutes. Lists of important places, with the initial charge made to each, are published in many directories. They also usually include information concerning government taxes applying to such out-of-town calls. Offices which do not have a booth telephone for the convenience of visitors sometimes depend on the secretary to make collections from those who use an office telephone for other than local calls.

International telephone service

From your telephone you can be connected with millions of telephones in the United States and Canada, Central and South America, Europe, Africa, Asia, and Australia. With the increase in international business, a secretary will not find it uncommon to be called upon to put in calls to foreign firms. Long distance operators are highly efficient and very helpful, but only complete and definite information enables them to place a call in a minimum of time.

Ship-to-shore telephone service

Long distance telephone service has been established between some of the large ocean liners and shore. When your employer calls you from midocean, keep calm in order to think clearly. If you did not know the distance, you would probably not realize he was not in the next building. Clear reception of distant calls is more often a matter of steady nerves than of keen hearing.

Private switchboards

In smaller offices secretaries are frequently required to operate a switchboard. In fact this has become so common a requirement either for steady or relief work that most business schools have had switchboards installed in their school office in order to give secretarial students this training. Two main types of telephone boards are in common use—those where a “plug” is employed and those where a “key” is on the board itself. Telephone companies maintain instruction rooms for teaching the technical operation of any type of switchboard which you may be called upon to use. Avail yourself of this service; do not be content to absorb your knowledge from a girl who has probably had no good instruction herself. You will need to know the best practices in mechanical operation so that you will be free to concentrate on caring for calls efficiently.

Do not feel that telephone switchboard operation is beneath the dignity of a secretary. You will probably find that many calls will tax even a good secretary's ability. If all offices tested the business background rather than the voices of their operators, they would save money and customers through not having inquiries met with a silvery-voiced "I haven't the least idea." Who should be more admirably trained to handle a business call than the secretary with a broad knowledge of English, office organization and management, business psychology and procedure, and trade terms, coupled with an ability to record messages speedily by means of shorthand? The question is usually not whether you are too big for the job, but whether you are big enough.

Teletypewriter service

If your office has teletypewriter service, you may be called on to write as well as talk by wire, for the teletypewriter is an instrument that does for the written word what the telephone does for speech. Words typed on a teletypewriter keyboard, which is similar to that of an ordinary typewriter, appear simultaneously on one or more connected machines.

Telephone companies supply two types of teletypewriter service—private-line service and teletypewriter exchange service. Under private-line service the machines are connected with each other by special circuits. Under teletypewriter exchange service, which is nation-wide in scope, teletypewriters are interconnected through teletypewriter central offices. When you want to call another teletypewriter, you give its number to the central office operator by typing it on your own machine. "Central" then makes the connection just as telephone connections are made, and you can "talk" back and forth in writing with the other office.

TELEPHONE HELPS

Telephone directories (instructions in front).

Classified directories (helpful groupings).

Telephone companies distribute pamphlets from time to time which will aid you in developing telephone personality and in using equipment more efficiently.

CHAPTER EIGHT

Telegrams, Cablegrams, and Radiograms

Be not penny-wise; riches have wings and sometimes they fly of themselves, sometimes they must be set flying to bring in more.—LORD BACON.

Wire service

Because homes make limited use of telegraphic communications, the person who enters business often finds wire service a comparatively new field of experience. The businessman does not turn pale when he receives a telegram; instead, he is making wider and wiser use of wire services every day. You, as the secretary, will need to know just how this method of communication is capable of being used in business in order to take advantage of the various types of messages.

Wire communications are divided into three main divisions—telegrams, cablegrams, and radiograms. A telegram can be used for any message which does not have to cross an ocean. A cablegram is sent over regular telegraph wires to a cable office and is transmitted from there through cable lines laid in the waters which divide the sender from the receiver. From the foreign cable office, the message is transmitted to the interior, over telegraph wires again. A radiogram is transmitted over telegraph wires to a radio dispatching station, from where it is sent out, not over wires but through the ether. It is picked up from there by receiving sets on the wave length which bears the message. If the message is received by ships at sea, it is immediately delivered, but it may reach a post from which it must again be transmitted over telegraph wires to reach its destination. Though it is true that radiograms are not transmitted entirely by

wire, they may quite properly be grouped under the heading of wires because they do use wire facilities.

Key and printer transmission

Telegraphic messages used to be ticked out on a key machine in dots and dashes. The Morse code was used on telegrams and the Continental code on cablegrams and radiograms. Today only cablegrams and radiograms are commonly transmitted by means of dots and dashes (or a wavy line), and printer service is fast displacing the key in this work.

The present-day message is written on a machine resembling a typewriter. A message is written in plain characters. As letters are struck on the keyboard of the sender's machine, they are automatically printed on a narrow strip of paper which comes out of the receiver's machine. These strips are pasted on a telegram blank for immediate delivery. A similar strip of paper comes from the sender's machine and by it he can check his work to see that he has not made an error by striking a wrong key. These strips are destroyed by the operator if a written message was filed for transmission, or they are pasted on a blank, as a permanent record, if a verbal message was transmitted. The page printer is older than the tape machine, but is still in common use. Speed of key transmission was dependent solely upon the skill of an operator, but printer transmission is also limited by the speed of the machine (usually not much more than sixty words a minute).

Methods of sending wires

All wires, whether telegrams, cablegrams, or radiograms, are filed at the same office. Designation of the method of transmission is made at the time of filing. Any one of four ways may be used in dispatching a message, your choice depending upon the facilities which you have at hand and upon the message itself.

Direct method.—Messages may be filed with the telegraph company by personally taking them to a branch office. This method is used only when one is near an office or when no other method

is available. A firm which has an account with the telegraph company will be billed for the message at the end of an agreed-upon period; otherwise, the message will have to be paid for when it is filed.

Messenger.—The second method of dispatching a message is by handing it to a messenger provided by the telegraph company. These messenger boys can be called by telephone or by a special buzzer. Rooms in large office buildings are usually equipped with telegraphic call service. If you merely turn a knob on the wall, a uniformed messenger boy of the company will appear in a few minutes to take your message. This method is to be preferred when, for the sake of accuracy, it is desirable to give the message to the telegraph company in writing.

Telephone.—The third and quickest way of dispatching a message from most offices is to telephone it. A receiving clerk in the office of the telegraph company takes down your verbal message. Always type the message and read from copy. As the receiving clerk repeats the wire, check it carefully against your copy. Although you file your typewritten copy, mistakes may easily occur in a telephoned message; consequently most business houses insist that all wires be filed in writing with the telegraph company. The company must then show why the transmitted message was not exactly like the copy you filed.

If receiving clerks are so instructed, messages sent by telephone may be charged on a regular monthly bill rendered to a subscriber by the telephone company or billed direct by the telegraph company. If you call from a telephone booth, the receiving clerk will signal the telephone operator as soon as you have confirmed the repeated message as being correct. You will then be instructed to deposit the amount of the cost of the wire in the telephone coin box. When the telephone operator tells the receiving clerk that the deposit has been made, the telephone company is charged for the amount received and your message is released. Telegraph companies sometimes furnish direct tele-

phone tie lines between business offices and their main offices if it is possible to telephone a large number of messages.

Teletypewriter

When your firm's business warrants it, a private teletypewriter can be installed. Teletypewriters are connected with the main office of a telegraph company to eliminate time otherwise lost in first routing a message through a branch telegraphic office. Free instruction rooms are maintained for training typists to operate teletypewriters efficiently.

Installation of teletypewriter equipment usually depends upon whether or not good service can be given by other means. Desirability of installing such a system is determined by averaging the firm's wire account over a period of time, but discretion is used in this matter. Telegraph companies have found that business houses make wider use of wires after a teletypewriter is installed, because the machine makes office workers "wire-conscious." Suppose your employer was debating whether to send a letter or a telegram; he would be much more likely to send a wire if his message could be dispatched at once, rather than delayed until the arrival of a messenger.

Most telegrams are being sent between the hours of ten and eleven thirty, and between three and five o'clock. Sometimes it is difficult to secure enough boys to give adequate service during these peak-load periods. The teletype or Simplex machine, as it is often called, assures you a minimum of delay in filing messages. If you are keenly aware of these busy hours, many messages can be filed during the slower periods of the day when the telegraph wires themselves are less congested.

Delivery of wires to local points

Messages are usually delivered to local points through regular messenger service. However, telegraph companies often telephone messages in order to expedite service. Although the tele-

phone hastens delivery and is often very satisfactory, you frequently will want a copy of the message for your files. Ask that the message also be delivered by messenger or by mail, if a file copy seems desirable. Copies of telephoned messages may be called for at the telegraph office if it is found that they are needed later.

Distant points

Messages are usually telephoned to places outside the limits of messenger service, although they may be mailed if no telephone is listed. For this reason include in the address the name of a telephone subscriber in whose care the message may be delivered. In remote sections of the country, a special charge may be made for telephone delivery. For instance, if your employer is on a hunting trip, you may want to reach him though he is far from a telegraph office. Your message can be sent to the telegraph station nearest his location, and you will be informed of the amount of any telephone toll charge necessary to relay the message to him. If you do not wish to pay the telephone charge, your message will be dispatched in the next mail delivery to the hunting lodge. Of course, special telegraph messenger service will be provided to any point if the expense seems warranted.

Telegraph service

The question which a beginner invariably asks is: "Shall I use Western Union or Postal Telegraph* to send this message?" These two companies offer similar services, so use of one or the other is usually a matter of choice. Territories covered by these two companies do not always overlap, but if one company has no office in a town with which you wish to communicate, your message will be sent as far as its lines extend and then transmitted over the lines of the other company. Some branch offices of a telegraph company prefer to transfer a message at source in order not to have divided responsibility of transmission. Regardless of their methods of handling, you need not hesitate to

*On October 7, 1943 Western Union and Postal Telegraph merged; the company is now known as the Western Union Telegraph Company

send any message through either company. Usually your firm will have a charge account with one or the other, and that company would prefer that you make exclusive use of its facilities.

Both Western Union and Postal Telegraph offer the following grades of service:

Full-rate telegram.—Charges for regular messages are based on a minimum of ten words. Unless some other type of service is indicated (such as day letter or overnight message) all wires are sent as full-rate telegrams. Nothing is gained by condensing a full-rate telegram to less than ten words. Each word over this minimum adds an additional charge. For instance, if the transmittal charge for a ten-word message is sixty cents, a twelve-word message would cost sixty-seven cents. Full-rate telegrams are given preference over all messages except government communications.

Day letters.—A minimum of fifty words is the basis upon which charges are computed for a day letter. Longer messages have an additional charge made for each ten words over the minimum, based on the charge for the original fifty words. For instance, if a fifty-word day letter costs seventy-two cents, a fifty-two word letter would cost eighty-seven cents, the two extra words necessitating a charge for ten more words. Full-rate telegrams do receive priority in transmission over day letters, but in recent checkings it has been found that transmission of the latter is seldom delayed more than half an hour.

Overnight telegrams.—Reduced rates are given on telegrams designated for night transmission. They must be received by the telegraph office before two o'clock in the morning. Although telegraph blanks indicate that the companies reserve the right to put these night messages in the mail, in actual practice they are delivered the following morning wherever messenger service is maintained.

Rates for overnight messages are especially low; they are based on a minimum of twenty-five words with a downward revision for longer messages.

Serial service.—When a number of messages are to be sent to the same addressee during the same day and signed with the same signature, they may be filed as a serial letter. In order of transmission, these messages follow full-rate telegrams and precede day letters. At the end of a day the words in all sections are totaled, charges being made on a basis of fifty words. A minimum of fifteen words is counted for each installment. Aggregate serial rates are twenty per cent higher than those for day letters of corresponding length. Each installment must be marked “Ser.” If an initial message is filed marked as a serial in the anticipation that other sections will follow, and, contrary to expectation no further installments are sent, the first message is charged for either as a full-rate telegram or as a day letter, whichever is cheaper for the number of words involved.

Timed wire service.—This service is available to patrons who have tie lines (teletypewriter machines) to connect them with their local telegraph office, and messages are sent to addresses whether or not they have a similar machine at the receiving end. A business operator signals a telegraph company’s operator that she has a timed wire service message (a TWS). This message is accepted at the telegraph office over the tie line and is then automatically retransmitted to the distant city. Charge is made on a time basis—the initial rate being based on three minutes with an extra charge for each additional minute or fraction thereof.

A secretary who expects to operate a teletypewriter should have a speed of about sixty words a minute, because timed service is profitable only when the operator is capable of transmitting a larger number of words in the prescribed time than could be sent in an ordinary telegraphic message. Complete preparation of a message should be made before signaling the telegraph company’s operator because you will want to maintain an average speed of fifty words a minute from the time you receive a signal to start typing until you notify the operator that you have completed your message.

Telemeter service.—This service is provided for concerns or

individuals that exchange a considerable volume of communication with each other. The minimum monthly rate is for twenty-five thousand words.

Facsimile process.—A new method of handling telegrams and for transmission by wire and cable of printed, typewritten, or handwritten matter, or of drawings and photographs is now in use between certain cities. Special blanks are provided for this service, and printed matter is sent at the same rate as that for regular telegrams containing an equal number of words. A column is limited to seven and three-eighths inches in width, and the charge is made by measuring the length of the message.

Drawings and photographs are sent by this means. Cable photo service has been inaugurated between London and New York. Matter transmitted by facsimile is fastened to a metal cylinder or drum in a special receiving box (much like a city mail box). When the message has been transmitted, the blank drops into a box and is later collected by telegraph messenger boys much as pennies are collected from a chewing gum machine.

Type of telegraphic service to use

Choice of the type of telegram will depend upon importance and length of a message and upon the time of day. If a message is especially important, a full-rate telegram may be repeated from the receiving office to insure proper transmission. An extra charge will be made for this repetition. Although a message may also be insured, this is seldom done. However, if a message is of sufficient importance, insurance may be advisable.

A full-rate telegram should be used only when it is necessary that the message be delivered with dispatch. A night telegram should be used when you merely desire the recipient to know a thing on the next business day. Many messages could be sent the previous night if a little forethought were used. This system would effect considerable economy in many offices. If your employer dictates a wire to you at night, never wait until the next morning to transcribe, unless he specifically says he wants

it to go as a full-rate telegram. Send it out that night at reduced rates. A full-rate message would reach the receiver's office after it was closed and would have to be redelivered the following morning. A difference in time between sections of the country should always be taken into consideration in sending messages. A full-rate message transmitted from San Francisco actually reaches New York in a few minutes. However, because of the different time zones, it appears to reach New York several hours later, possibly long after New York business offices have been closed for the day.

When a message cannot be condensed into ten words, it may be wise to give all details by writing a day letter. A night telegram, which is designed for business, is used for long communications, such as letters to representatives, and is taking the place of mailed correspondence when enclosures do not accompany a message. Serial service is economical if you wish to communicate with any one addressee often during the day. Such businessmen as automobile dealers are finding it a great saving in wiring the factory several times a day.

Facsimile service may be employed to transmit signatures to a distant city or to get copies of blueprints to their destination almost instantly.

Cablegrams

Business messages are often sent to foreign countries. The idea of speed, which is now being "sold" in the field of aeronautics, has long been recognized as an asset in cabling. A Christmas message was sent around the world by the Associated Press in less than seven minutes. The speed with which answers are received every day in financial districts has become one of the wonders of the age. Because business often depends on the dispatch with which messages are transmitted, clearness is of utmost importance.

As the address and signature are included in the charge for a cablegram, many firms have chosen a single word for their cable

address. This code address is then registered with the cable companies and is usually put on the firm's stationery. Such a code address may be used on all cables which need not be mailed for final delivery.

Full-rate cablegrams.—Full-rate cablegrams receive preference over all other cables, except urgent messages on which an extra charge is made. Each word of fifteen letters or less is counted as one word in computing the charge for a full-rate message. Words of over fifteen letters count as two words. Should there be any words over thirty letters, they would be counted as three words. Messages may be transmitted in English, French, Spanish, Dutch, German, Portuguese, Italian, Latin, Esperanto, or any language or code in which Roman letters or characters can be used. Foreign-language messages should be sent to the telegraph office, never telephoned.

Deferred-rate cablegrams.—These slower messages cost only one half as much as the full-rate message, with a minimum charge for five words. They are transmitted after full-rate messages and may be sent in any language which may be expressed in Roman letters. Deferred-rate cables are designated by the prefix *LC*, which must be written before the address and is counted as one word in computing the cost of a cable. Although code is not permitted in the text, registered (code) addresses may be used as in other cables.

Overnight cable letters.—The letters *NLT* written before the address indicate that the message is a night cable letter, for which the charge will be made on a basis of a minimum of twenty-five words, depending upon the country of destination. These night cable letters must be "plain language" messages the same as the deferred message. Codes are accepted in any address except on those messages delivery of which must be made by post.

Radiograms

Radiograms fall into two main classes, depending upon destination—those directed to ships at sea, and those directed to other

points. The vast radio service is superimposed on the world-wide telegraphic network. Certain divisions of the telegraph companies are equipped for sending these messages—they are not sent from radio stations which send out the programs you hear in your home. Little secrecy is possible in a radio message, for any receiving set may pick it up, although recent inventions have made it possible to deflect a message so that it will not go in all four directions. However, the radio message has much to recommend it, because of its almost instantaneous speed.

Ship-to-shore service.—By far the most important use of the radiogram is communication with ships at sea. It was formerly impossible to reach ships because there was no way of connecting wires to a moving vessel. Businessmen are no longer isolated when they travel on board a modern liner, for they can be reached at any moment by radiogram. Many foreign travelers keep in frequent touch with their offices through this means of communication. Only one type of message can be sent to a ship; that is the full-rate message. Every word in the message is counted in computing the charge.

Point-to-point service.—For wireless messages between one country and another, the classes of service are the same as those for cablegrams. One must remember in sending radiograms that not all sections of the world can be reached in this way. The distance between the destination of the message and the nearest receiving station must be covered by telegram. No commercial use is yet made of communicating with passengers in airplanes while in flight, although aviators make constant use of the radio to keep in touch with points on land.

Rate books

No rates or comparisons of rates have been given because, with the extension of lines and installation of better facilities for transmission, rates will be lowered from time to time. Even the relative costs of the different types of service are subject to change as the years pass. Telegraph companies will provide anyone

with a rate book or give out specific information upon request. No office should be without recent issues of these rate tables. Do not hesitate to ask for them; the companies are doing everything in their power to widen the use of wires, and they will be glad to answer your questions.

Private wire service

Many large business houses have their own private wire service. All branch offices may be connected on these wires. Sometimes several firms band together in installing a private wire system. Wires are leased from the commercial telegraph companies for the exclusive use of a concern. The cost of leased wires is based on mileage plus certain drop charges if wires have several offices on them. For example, a wire from New York to Washington may be leased on a mileage charge, but if Philadelphia and Baltimore offices were to be included on this wire, an extra charge would be made. The number of messages sent over leased wires is not taken into consideration in computing rental charges.

Private systems of communication have made tremendous strides in recent years. One businessman, in a recent radio address from a trade convention, predicted that correspondence by mail would in a few years be completely displaced by telegraphically transmitted letters. This may be an ambitious assertion, but correspondence between branch offices has already been reduced to a minimum through teletype service on private wires. Why should a letter be written when the message may be sent by teletype in few words? No long delay is necessary to ascertain what the other fellow is going to do; his answer may be received within a few minutes. A whole transaction is completed and forgotten before a letter could be posted.

Instructions may be broadcast by wire to all offices simultaneously instead of being sent by a special letter to each. Police departments are making extensive use of teletype broadcasting in apprehending criminals. One young secretarial student became

so enthusiastic about teletype operation after attending a business show that she spent considerable time in writing brief and clear descriptions of fancied robbers, in order that she might be prepared to get a good message on the police wires quickly when she obtained a position. Although this industrious young woman was probably wrong in thinking that her office was likely to be robbed, she was right in striving for clarity and brevity in writing messages. You should not fail to do this practicing, even if you prefer a less exciting topic upon which to try your efforts. The cost of sending messages on leased wires is no more if wires are kept busy all day than if only a limited number of messages are sent. As a result, private wires are used so constantly that it soon becomes necessary to condense messages in order to avoid congestion of service.

Codes

Code words are used on any wire either to reduce costs or to insure secret transmission of the message. Both sender and receiver must have the code, or it is useless to send the message in that way. Secretaries who use a code in much of their work are not always mindful of this point. Code words are now allowed in all domestic messages; until recent years they were restricted to certain types of service.

Code words and regular words may be used in the same message. For example, a travel department might send the following telegram to its main office: SOLO SEVENTEEN NEW YORK PITTSBURGH JULY TENTH DAVIDSON. Translated this would mean, "Kindly reserve a lower berth on Train No. 17 from New York to Pittsburgh on July 10 in the name of Davidson." Because the requesting office would probably want to give Mr. Davidson a copy of the wire confirming the message, the New York branch would not send the message back in code but would wire: RESERVED FOR DAVIDSON UPPER SEVEN CAR ELEVEN TRAIN SEVENTEEN NEW YORK TO PITTSBURGH FRIDAY JULY TENTH. Notice how the

number of words is not limited in the reply because every contingency must be covered. It would be unsafe simply to wire back: ok.

Commercial codes.—Little code books may be procured upon request from the telegraph companies. They allow for elimination of a number of words. Two code words are joined together for transmission as one charged word. [Cipher codes—those which have no telegraphic vowels (*a, e, i, o, u, or y*) in them—are limited to five-letter words in making the charge.] Two extracts from one of these free booklets illustrate what is meant by these commercial codes.

	January	February	
	COLDI	COPLY	CAGIT ACT-ED-ING
1st	COLEN	COPOV	CAGJO Act as you think best
2nd	COLFO	CORAS	CAGKU Act at once
3rd	COLGU	CORET	CAGLY ... Act upon
4th	COLHY	CORIV	CAGOV ... Cannot act (for/upon)
5th	COLIP	COROW	CAGUW Do not act (for/upon)
6th	COLOR	CORUX	CAGYX ... How shall I/we act
7th	COLUS	COSAT	CAHAS .. May I/we act (accordingly)
8th	COLYT	COSEV	CAHET .. You must not act
9th	COMAN	COSKI	CAHLU ACTION-S
10th	COMEP	COSLO	CAHOW . . . Do not take any action
11th	COMFI	COSMU	CAHUX . Have taken necessary action
12th	COMGO	COSNY	CAHYZ . Shall I/we take any action
13th	COMHU	COSOX	CAICH . Suspend further action pending my return
14th	COMIR	COSUZ	CAIDS Take action at once
15th	COMJY	COSYB	CAJAT ADDITION-S

Extensive commercial codes, such as Bentley, ABC, Lieber, and others, are also published. In some of these codes, as many as one hundred thousand selected phrases are coded in words of five letters each. Sums of money are so arranged as to have at least three different letters. These differences make it impossible to mix sums by striking one letter incorrectly; three letters could scarcely ever be inadvertently changed in sending a message. Special supplements, such as the Wool Supplement, can be secured. These supplements make the prepared codes easily adaptable to any branch of commercial work.

Private codes.—Codes are made up for the use of individuals or firms, and are usually employed only when it is desirable to keep the contents of wires strictly confidential. Contents of a message written in a commercial code could not be concealed if the reader were very eager to learn its meaning, for the message could easily be translated by referring to a copy of the code. For this reason commercial codes are used only for expediency or to obscure a message so that the casual observer will not know its importance. Secret codes are the only means of gaining absolute privacy. If you have access to one of the keys to a secret code, keep it safely locked when it is not in use. Even if you are not admitted to the inner circle of office secrets, when you receive a message which means nothing to you, be awake to the fact that it may be a code message. One secretary took a position in which one of her duties was to record sales of a syndicate issue. She received this message from one of the salesmen: SOLD FIRST IOM GUARANTEED FIVES HAPPY. She sat there for a while and then said, "I wonder why he thought I would be happy; I'm not getting the commission!" Some code words are invented to test the transmission of a wire, and *happy* was the code word by which the teletype operator checked the figure 10M.

In taking dictation of a message in secret code, you will have to be more than ordinarily careful not to get any of the words or letters confused. This is one occasion where it is best for you to obey instructions blindly, without too much curiosity as to meaning. You will probably find yourself much less involved if you remain content to be ignorant of a secret message, for you will know nothing which you might divulge inadvertently.

Keys to a code.—For the effective use of a code a well-organized key is necessary. Usually this key is arranged in two parts: the first is a dictionary-like grouping of words and phrases so they can be easily found in coding a message for sending; the second is an alphabetical arrangement of the code words themselves so that they can be readily translated in decoding a message. In the first section the code word appears after the phrase or word for which

it is a symbol; in the second section the translation appears after the code word.

Decoding.—You may be called upon to decode a message. See that you do not leave scraps of paper from this decoding around which might give away the key to any part of the code.

Suppose a cable you receive contained only one word in the main message—LOHAUNMEET. You have been informed that the Bentley Code is being used in your office. Turn to the second section of the code book which will have been provided for your use. First, divide the message into two words of five letters each and then look up each word. These would be found to have the following translation:

LOHAU—market firm with upward tendency

NMEET—telegraph best offer you can make

The decoded message should usually be typed on the bottom of the original wire.

If you cannot find a word after looking carefully for it, send the cable back for verification. Do not attempt to change anything, because you have no way of telling what letter has been changed. Secretaries, being accustomed to filling in words from context in transcribing shorthand notes, often make the mistake of guessing at what is meant in a cable. Some very good secretaries have caused their firms serious losses because they have shown too great ingenuity in making a plausible translation of an incorrect message.

Decoding companies.—Warning has been given you to ascertain the code being used by the recipient of your wire before you send it, but some of your communicants will not be so careful. Suppose you are using the Bentley Code exclusively, and some foreign house gets mixed up and sends a message to you in the ABC Code; what are you to do? If you can identify the code, you may be able to procure a key; but, if not, special companies will decode a message for a nominal fee. These companies may be found in a classified telephone directory under the heading "Codes."

Typing or writing the message

Always type a wire if possible, writing it in all capital letters, because messages are received in that form. Upper case writing will often reveal a lack of clearness which might not show in regular typewriting. Difficulty in reading handwriting, with its attendant retarding of speed in transmission, was evidenced in one office when the employer, thinking that his secretary's writing of a word was not legible, scratched it out and wrote the same word above in his own handwriting. The teletype operator sent the wire back because he could not decipher the official's writing. The message which is important enough to be sent by wire should not be exposed to the dangers of incorrect reading. If it cannot be typed, you should bear in mind that others must be able to read your handwriting easily.

Points to be kept in mind when preparing a message

Write the message on a blank of the company over whose wires you wish transmission. These blanks will be supplied in quantities upon request at any branch office of either telegraph company or will be delivered by messenger.

Mark an X in the proper block at the top of the wire blank to indicate the type of service desired.

Write the message in as few words as you can, omitting unnecessary words. Adjectives, verbs, and nouns should constitute the major part of a message.

Do not leave out important data for the sake of brevity. Be sure the message is clear—that it will be clear to the receiver who does not know all of the particulars as you do.

Punctuation is now transmitted without charge; use it whenever necessary. There is no longer any reason for using the word "stop."

In writing cablegrams and radiograms, remember that every word in the address is counted in the charge and try to find a

registered cable address for the firm with whom you wish to communicate. In writing a telegram, insert enough words to locate the person easily; no charge is made for the address.

As a charge is made for each word in the signature of a cablegram or a radiogram, use your registered cable name whenever it will be understood. No charge is made for signatures in a telegram; write enough words to identify yourself clearly. Never simply sign a message "Marian" unless you know you are the one and only Marian in the receiver's thoughts. Sometimes it is well to include your address and telephone number in writing the signature to a telegram so that the telegraph company will have this information on file to expedite delivery of a reply. This should be written in parenthesis with the words: NOT FOR TRANSMISSION. A charge will be made for the address if it is sent in the message, but this is often necessary if the person may not know how to reach you.

Numbers should be written in full, as there is usually less chance of error; if, however, figures are used, all groups of numbers are classified as ciphers and are counted at the rate of five figures, or fraction thereof, to a word.

Each initial is counted as a word. Very common abbreviations like A. M., C. O. D., and O. K. are counted as one word and are written AM, COD, and OK.

No word should be over fifteen letters in length in a cablegram or radiogram, but in a telegram any dictionary word may be used. Hyphenated compound words are counted as two words. Names of states, such as New York, are counted as one word.

Regular code words are charged on a basis of ten letters to a word, and wherever possible, two five-letter code words should be combined. Cipher codes are restricted to five letters for a charged word because the words cannot be pronounced.

A small rate book, which gives all of this information in complete form, may be procured from the telegraph company. Use it constantly in computing the cost of messages.

Confirming wire messages

Make at least one carbon copy of each wire for your files. A second carbon copy is sometimes mailed to the person to whom the wire is directed. This confirmation checks errors in transmission.

Usually a letter is written in which the contents of the wire are blocked in the center of the sheet. Suppose a brokerage house received an order from a customer and action on the order is confirmed by wire immediately. You will probably be expected to send a letter confirming the wire as follows:

March 21, 1940

Mrs. R. M. George,
875 Ridge Avenue,
Milford, New York.

Dear Madam:

PURCHASED FOR YOUR ACCOUNT
ONE HUNDRED WESTINGHOUSE AT SEVENTY

Confirming the above telegraphic message which was sent you yesterday, we have purchased for your account:

100 shares Westinghouse Electric Common @ 70.

This stock will be delivered to our safekeeping department, where it will be held pending your instructions. Attached is a statement of your account.

Thank you for this business.

Very truly yours,

SMITH & BENNETT

By

Special wire services

In recent years our American telegraph companies have added many lines to their services besides merely transmitting messages. Indeed, few business people are aware of all the help these companies are capable of rendering. An outline of their special endeavors may acquaint you with the demands you can properly

make on telegraph companies. As you are brought closely in touch with them through installation of private teletype connections, this information may prove particularly useful.

Transfer of funds

You can send money wherever there is a telegraph or cable office, simply by paying the funds at the nearest telegraph station. The station sending out the message collects the funds and the transmission charge, deposits the money in the company account, and sends a wire to the paying office. That office will draw the same amount from the company account in the city of destination. The addressee may then go to the telegraph office, where he may collect the money. This service is open nights, Sundays, and holidays, when it is impossible to get money from banks. If immediate transmission of funds is not necessary, American Express money orders, which are less expensive, can be used.

Two types of instructions may be given in sending money by wire. The vigilant order calls for identification of the receiver of the money by a third person known to both the receiver and a representative of the telegraph company. The caution order is used when positive identification is impossible, although a representative of the telegraph company exercises all possible caution in paying out the money. In filing a caution order, it is customary to give an answer to some question which would be known only to the person whom you want to receive the money. For example, "Mother-in-law's first name is Jennie" might be included in the instructions to the telegraph company. When the representative at the paying station is asking for personal cards and letters, seals on rings, and other precautionary marks of identification held by the receiver, he will look up and ask, "What is your mother-in-law's first name?" If the receiver answers "Jennie," he is considered identified. Vigilant orders should be sent whenever possible, but sometimes money must be paid to a representative who is in a place where he cannot be identified by a third person.

Book messages

In telegraphic language the same text sent to a number of addresses is called a book of messages. Business offices use this group message for broadcasting sales events, arrivals of perishable goods, death of an executive of the firm, results of elections of officers, release of syndicate issues, successful bidder on a contract, and similar events of which it is necessary to give a number of people simultaneous notice. Suppose nine companies are bidding on the building of a road. You are in the county commissioners' office. You may file the nine addresses with the telegraph company, giving this one message: ———SUCCESSFUL BIDDER CONCRETE PAVING MILLVILLE ROAD. When the bids are opened, you will pick up the telephone receiver and instruct the receiving clerk at the telegraph office to fill in the blank with ERIE CONSTRUCTION COMPANY SHAMOKIN. Speed in advising on such matters is considered a necessary courtesy in business today. However, the greatest use of the book message is made by sales departments. Some businesses, such as the fresh fish industry, are dependent on quick communication with purchasers upon the arrival of a shipment of goods.

Special notifications

One or a number of people can be given special notification by wire at some future specified time or upon the happening of some event. All persons whose names have been filed with a travel agency will be notified of the arrival of a ship at the port of destination. As soon as a wire telling of the safe arrival of the ship reaches the agency, a book of messages is released to all whose names have been filed with the company. When transatlantic sailing was more hazardous than it is today, businessmen made extensive use of this system, but today many of them think little more of going to Europe than they do of going home at night. Whether or not your employer will wish to

file a message for special notification will generally depend on the attitude he takes toward a trip, or perhaps on the attitude his family is taking toward it.

Transatlantic fliers might leave a message to be sent to all of their relatives as soon as they land at some field. Twenty addresses might be left with the telegraph company to which this one message, *ARRIVED SAFELY AT CROYDON*, is to be sent. The New York telegraph office will request the Croydon Airport to notify it as soon as the plane lands, and will release the message immediately upon receiving word from England. In this way, the engines of the plane will have scarcely stopped before the relatives of the flier know of his landing. A plane recently landed in Nome at 6:02, and at 6:15 radios were broadcasting its arrival. Such is the speed with which radio and telegraphic facilities are getting messages to news-distributing agencies. News events will be telegraphed to your office if you request it. Scores of ball games are frequently communicated in this manner. Of course, the cost of such a telegram will be charged to your account.

Collect charges

A message may be sent "Charges Collect," the receiver paying for the cost of the wire. Hotel reservations in New York are often made by radiogram in this way since a hotel is usually willing to assume the charge. Domestic collect cards will be given to anyone who has an account with the telegraph company. This allows a traveler to charge messages to his own account, wherever he may be. Foreign collect cards are procured by notifying the telegraph company of the countries in which one expects to travel and of the length of time to be spent in each. A special card must be made up for each foreign country. Letters of introduction will be written to foreign representatives of a telegraph company, who will extend additional courtesies to the traveler.

Specially prepared messages

Books of specially prepared messages may be secured from the telegraph companies. These cover special occasions such as Christmas, Mother's Day, Father's Day, graduations, weddings, birthdays, anniversaries, and others. A secretary will find it helpful to have these examples of typical social messages on hand. You will not often want to use them exactly as they are written because the recipient will realize that they lack individuality, but they can be changed to suit your case and are models worthy of study. Those of you who insist on originality should get these "canned messages" in order to determine whether or not your ideas are strictly new. Appropriately designed blanks and envelopes are provided for special occasions and will be used upon request for either an original or a prepared message.

Telegrams are so widely used for collecting bills that specially prepared collection messages are available and can serve as a basis upon which to construct your own collection messages. If you are sending a prepared message without changes, you may simply refer to it by number.

Gift orders and shopping service

Gifts are frequently sent by wire. These may include money, flowers, candy, or other articles. A "gift order" is a special draft captioned "For Something You Want." Telegraph companies charge for sending any individual message with money, but no charge is made except for the transfer of funds if one of the messages is chosen from the social usage booklets.

The special shopping service of telegraph companies has been extended to the purchase and delivery of practically any article. Most firms accept orders from telegraph companies for delivery of their merchandise. A sender pays the branch of his telegraph company for the gift he is sending, and the shop collects from the local telegraph branch. Telegraphing gifts of a perishable

nature is nearly always preferable to packing and sending them long distances.

Traveler's checks

An almost universal network of telegraph and cable wires makes these companies especially fitted for selling and cashing traveler's checks. The Postal Telegraph Company sells the A. B. A. (American Bankers Association) traveler's checks, and the Western Union Telegraph Company sells American Express traveler's checks. These may be bought or cashed at all hours in any branch of the company either here or abroad.

Tickets

Tickets for the theater, baseball games, and other sport events may be purchased through telegraph offices. Airplane and motor coach tickets may also be bought from any branch of the telegraph company. The secretary who is not provided with free time in which to make such selection direct will find this service valuable. Tickets purchased through a local branch of the telegraph company are usually for choice seats.

Air express

The telegraph companies have lately been made the collecting agencies for air express packages. If you wish to dispatch anything by air express, simply call a messenger boy or deliver a package to the telegraph company. You should always ascertain how early a package will have to be in the hands of your local branch in order to reach the plane before it leaves.

Messenger service

Boys may be hired to pick up letters or packages, to direct strangers, to lead the feeble or blind, to tend your office when you are called away, to deliver stocks and bonds, and to do thousands of other errands. An hourly charge is made for their time. The

extent to which this service may be used was evidenced in recent years by the sending of a messenger across the ocean to deliver an engagement ring to a young woman. The blind are sometimes led by telegraph messengers for half the usual cost. This service may be valuable to business offices which are demonstrating that blind people can be as economically useful in typing or other special kinds of office work as in selling shoe strings on a street corner. If your office is not provided with messenger service, you will probably find numerous occasions on which you will need to call in these special messengers.

A special blank and envelope are provided by the telegraph companies in connection with special messenger service. For as little as five cents a delivery, in thousand lots and over, sales messages can be delivered by uniformed messenger to a selected list. These deliveries, of course, are used only when the cost of the regular fifty-word night letter is too high. Forms have the words "Special Messenger Service" imprinted on them. Delivery by a telegraph messenger adds prestige to a transaction and is frequently used instead of mail delivery.

Plan how you can economically use the telegraph companies in your business. All of their features are designed for your benefit, but it is necessary that you understand them in order to adapt them to your special needs.

CHAPTER NINE

The Business Trip

To add a little to the sweetness of the world, and a little to its light is the greatest of all gifts.

Many businessmen travel over the country in the interests of their concerns. Large corporations with branch offices and the close affiliations of business activities today make it increasingly probable that every businessman may travel at some time. Even week-end and vacations trips are often so closely combined with business that they have a commercial value. In the rush of modern business it is usually necessary to delegate many of the details of travel to someone not involved in the preparation for leaving. Of course a secretary will take the burden of this responsibility.

Planning the trip

If your employer goes away periodically, he can show you what to plan from experience; but if a trip is only an occasional break in his office routine, he will not have clearly defined ideas on the subject. You should prepare yourself to render even more assistance than the employer demands; this will enable you to be of inestimable help in anticipating and preparing for his needs.

Your own experience in traveling will not always be a help in making arrangements if others have attended to the details of your personal trips. Many widely-traveled secretaries are perfectly useless in planning a business trip, for they have not learned that work and intelligence were required to procure the services which they enjoyed. Imagination and an enthu-

siasm for making others comfortable will cause you to seek information which will enable you to plan a trip well.

Modes of travel

In choosing a mode of travel, remember that your employer is traveling at the company's expense. He is being sent on a mission because his firm believes him capable of transacting its business. See that he is made so comfortable that he will be fresh and fit to do his work ably. Long, hard rides, with uncomfortable accommodations and little time to clean up after the trip, make the representative of a company incapable of giving his best to the work at hand. However, expense accounts are often limited, so you must know how to get the best accommodations for the money allowed, unless your employer wishes to supplement the firm allowance with personal funds.

Know something about modes of travel in the sections of the country to be covered. Study rail, air, bus, automobile, and steamship routes and accommodations in order to effect the best connections from each place. Learn to read maps and to take advantage of travel services. Transportation companies would seek you if they knew you were interested in travel; therefore, you should not hesitate to take advantage of their information facilities. Travel agencies will arrange all details of any trip for you, but even they cannot give you the best service unless you have well-defined ideas of what you want. For this reason you will need to get a clear conception of the scope and purpose of each trip.

Train service

If a trip is to be taken by rail, consult the consolidated ticket office or the railway office over the lines of which the trip will be taken. The *Official Railway Guide* will give you much information which will prepare you to talk intelligently with railway people. If you are not familiar with timetables, study one through from cover to cover. Take particular note of

methods of indicating chair, sleeper, and dining car service, as well as holiday and Sunday exceptions. When you have studied one large timetable thoroughly, you will be much better able to make quick and intelligent use of another. Never wait until you are called upon to plan a trip before making the acquaintance of railway literature. Keep timetables of commonly used routes on hand in your office, so that you can refer to them quickly when your employer or a visitor desires information or train schedules.

Train accommodations

Choose trains which make good connections and are equipped with chair cars for a day ride and sleeping cars for an all-night trip. An upper berth is cheaper than a lower berth, and is usually considered less desirable. Formerly, even though a businessman did secure a lower berth, many intentionally negligent women preyed upon men passengers to the extent of giving them a choice of either exchanging this lower berth for an upper or knowing they were being judged brutes for not doing so. To avoid encountering these unfair people, many businessmen chose an upper berth in the beginning. Recently a drive has been concentrated on business houses, urging that they purchase a "businessman's section," which is a combination of both upper and lower berth at reduced rates. This section provides a traveler with adequate space in which to store baggage and hang clothing, at the same time eliminating any annoyance of having someone sleeping above or below him.

Compartments and drawing rooms are extensively used when several businessmen are traveling together. These quarters furnish ample space for working during a trip. Single compartments may be reserved for an individual. The club car, when available, is preferable for those desiring social diversion rather than seclusion for work.

Dining cars are not attached to all trains, and even when carried part of the way, they are often detached soon after regular

meal hours. Businessmen who are not meeting a banquet or dinner engagement usually prefer to eat on the train before they reach their destination. Prices compare favorably with those of first-class hotels, so a traveler can free himself to enter into his business as soon as he reaches the end of his journey. Because it is often desirable to while away a tedious train journey by eating, always include the hours during which dining car service is provided when making up an itinerary of a trip on which it might be used.

Notifying others of arrival

Do not be afraid to ask questions at railway offices. Be careful to have standard or daylight saving time clearly specified during the summer, although railways usually give out only standard time. Be especially careful to ascertain at what stations trains stop, because you will need this information in making confirmations. A businessman, going to Baltimore by way of the Baltimore and Ohio lines, asked his secretary to notify the branch manager to meet him. She merely wired: MEET TRAIN SEVEN FIFTEEN TONIGHT. The branch manager, not thinking to inquire what train arrived at that hour, went to the Pennsylvania station. The fact that the branch manager should have known where the train arrived did not clear the secretary of a charge of carelessness. Because errors and misunderstandings do occur easily, you must assure yourself on each point so you can confirm everything, even to the extent of erring on the side of safety. Although you have made intelligent use of such published data as timetables, consult the railway information service to confirm that recent changes have not been made in train schedules.

Air service

Most passengers on American airways are businessmen. Travel by air is a quick and comfortable way of covering long distances. Shorter trips are usually impracticable because of time consumed

in getting to airports. A businesswoman coming from Chicago to Cleveland found this problem bordered almost on the ridiculous. During the busy hours of the afternoon, it took her two hours and fifteen minutes to get to the airport from her last call in a Chicago suburb, while it took only two hours and thirty-five minutes to cover the distance between the cities by plane. However, methods of quick commuting are being constantly devised to make air fields more accessible to business centers.

The air lines are glad to provide information on commercial aviation. In purchasing tickets and making reservations by telephone, specify clearly where you want to pick up the tickets, find out how soon payment must be made before reservations are canceled, and check the time and place from which planes and buses start. All accommodations are included in the price of the ticket.

Bus communications with airports

Bus lines are now in operation between some central point in each city and outlying airports. Businessmen who are near enough to do so are wise in patronizing these buses, because traffic conditions are such that one cannot always gauge time accurately. Planes will not leave until their own buses arrive, but they do not wait for passengers who choose other means of reaching the field. Because the fare is immediately refunded at the bus station if weather conditions are such as to make flight unsafe, using these bus facilities is decidedly advantageous. A traveler who is spared an unnecessary trip to the airport may arrange to take a train without delay or postpone the entire trip.

Bus service

Many railway lines have discontinued train service or supplemented it with bus service. Private bus companies have also installed regular service between many cities and on transcontinental routes. These buses often run at hours when it is im-

possible to get train service, thereby supplementing passenger service between many cities and towns.

Bus travel is usually quick, cheap, and conveniently accessible. Short trips are generally exceedingly pleasant, but it must be remembered that buses do not have space to provide many facilities for a traveler's comfort on a long trip. A businessman will need to have ample time for rest after a long bus ride. Tickets cover transportation and hand luggage, and can usually be purchased at considerable reduction for a round trip. Meals may be purchased by a traveler at regular stops on the route.

Steamship service

Most steamship lines have agents or branches located in large cities. These agencies can be found in a classified directory or in the daily papers. Travel by water is conducted by large ocean and lake liners, and smaller coastwise, river, and canal vessels which ply between certain cities. Tickets on the latter usually cover price of transportation, including a stateroom for night trips. Meals may often be purchased on board before you land, but are not included in the fare. The only things not paid for in purchasing a ticket on one of the big liners are passports and visés which enable a traveler to enter each foreign country. First and second classes on large liners provide excellent accommodations. Slower vessels have been running a one-class trip for summer vacationists. These low-priced facilities have attracted a student class of traveler and, for this reason, appeal to some businessmen.

Passports and visés

If your employer has been abroad before, his record will be on file, so you can renew his old passport by presenting it accompanied by a recent photograph. A passport is good without renewal for two years from date of issue. A person who has not been abroad will have to show a birth certificate, naturalization papers, or an affidavit evidencing citizenship. If reservations

are made through a travel agency or bank, securing of the foregoing data will be all that will be required, but if arrangements are being made direct, a notarized form together with passport pictures must be forwarded to The Passport Department, Sub-Treasury Building, New York City, in ample time to secure passports and make any corrections necessary. Visés, which vary in price, must be secured from the consuls of the different countries which are to be visited.

Automobile travel

Although most business travel is done by means of commercially operated vehicles, many men prefer to use their own automobiles in these days of good roads. Although this method of travel makes them independent of regular schedules, men who take long trips often find this mode of travel exhausting unless they have a chauffeur. The Automobile Blue Book is an excellent guide in choosing routes. Gasoline companies furnish free and up-to-date maps of the different states. The American Automobile Association publishes bimonthly detour maps to aid tourists, which are especially valuable during summer months, when thousands of miles of road are under construction or repair. The motorists' sections of some Sunday newspapers give current information on the closing and opening of local roads.

Drive-Your-Self service

Men who do not make business trips in their own automobiles often find it desirable to rent cars in the cities to which they go. This means of travel enables them to cover long distances between local points with ease and at a considerable saving in time. The Hertz agencies issue courtesy cards which enable a businessman to go into any of their branches and rent a car without paying the deposit fee required of a stranger. An increasing number of businessmen who travel are making use of this privilege in distant cities.

Automobile licenses

One duty which nearly every secretary must perform is the typing of an application for renewal of her employer's license cards. He usually gives the old license card to you, expecting you to copy the data from that. Try to use a little perception in copying this information from year to year. Because a man weighed one hundred sixty pounds when he got his first license is no reason why he could not have gained or lost many pounds later in life. Personal appearance changes from time to time to such an extent that it would be difficult to identify some businessmen from the descriptions on their license cards. It is not uncommon to find a completely gray-haired man who weighs two hundred thirty pounds carrying around a license which describes him as having black hair and weighing one hundred sixty pounds. The ridiculous discrepancy does not impress itself on the man himself because the change has been so gradual. He probably does not take time to think much about the card when it is filled in and handed to him for signature, but he *would* take the time if you brought the matter to his attention by asking him whether he wanted to revise any of the data.

In states where renewal blanks are not sent to former holders of licenses, you will get these blanks from the police department or some other source. If your employer is a member of the American Automobile Association, blanks will usually be sent to him from the local chapter of that association. When a trip is to be taken near the end of the year or near the end of a license period, see that applications are made early enough to get new cards or plates before your employer leaves.

Hotel accommodations

It is usually wise to procure one of the best rooms at a small hotel, but in the large hotels it is quite safe to accept a medium-priced room. Procure a room with bath or shower, depending

upon your employer's preference. Try to get an outside room where the air will be good, and one on an upper floor, to avoid loud traffic noises. Make sure the room is not near a public bathroom or an elevator which would disturb the sleeper during the night. Do not be afraid to ask questions enough to assure yourself that accommodations will be satisfactory.

Confirmations of reservations

If a branch office or a business acquaintance secures hotel reservations for your employer in a strange city, be sure to have them confirmed by wire so that he may dress at his hotel before it is necessary to meet anyone. All confirmations of hotel reservations should be attached to a typed itinerary so they can be easily found in case your employer needs them upon arrival.

Choice of hotel

The question of choosing a hotel arises when a trip is to be made into a strange city. The *Hotel Red Book* may be used, but only the most recent issue should be consulted, for hotels change very rapidly. One secretary chose a hotel for her employer from an old *Red Book*. He reached there a little before midnight and went direct to his room. At seven o'clock the next morning he was at the factory with his baggage. As he expressed it: "God alone knew what went on in that hotel during the night." Local residents told him the hotel had deteriorated in the year since the death of the proprietor, until it was now the son's private speakeasy.

Branches of a chain of hotels can usually be safely patronized. If your favorite local hotel does not have a branch in the city to be visited, it will have affiliations there. Just call the information department of the local hotel and you will find the people in charge there glad to give you up-to-date information and recommend a hotel that they consider in the class which your employer would wish to patronize.

Payments at hotels

Hotels demand that transients, unless personally known to the management, either carry baggage or pay for the room in advance. A hotel in your city will usually issue a credit card to any businessman who is favorably known to the management or is connected with any well-known firm. This credit card will be good in all branches and at most affiliations of the hotel. Such courtesy cards are valuable to take along in case it is necessary to cash checks or otherwise have unexpected credit extended. Your firm may prefer to pay all travel accounts from the main office. Arrangements for forwarding bills should be made at the time of reserving a room.

Foreign travel

Unless you or your employer are thoroughly familiar with conditions in the country into which a trip is to be made, it is unwise to try to arrange such a trip direct. Often it is possible to have a foreign representative of your company or a member of some firm which your employer expects to visit take charge of making local arrangements for you. This procedure may eliminate all except steamship and direct railway accommodations, and these can be made quite satisfactorily without outside help.

Foreign accommodations

A few considerations must be kept in mind in making foreign reservations. Railroads offer three classes of accommodations—first, second, and third. These grades of service vary accordingly in comfort and price. A first-class compartment contains from four to six seats with excellent appointments, but is not so generally used as our Pullman service. Second-class compartments have from six to eight seats and are recommended for economy. Third class is not carried on most express trains.

European hotels in the larger cities compare favorably in grade and service with American hotels, except that the bath is not

so generally included with a room. If the bath is desired, it is wise to say so, even in making reservations for first-class rooms.

Air travel in Europe is more common than in this country, rates on regular routes being about the same as the best class of train service.

Travel agencies

Unless your employer is familiar with the foreign country into which he expects to go, arrangements should be made to have a travel agency care for the details of his trip. He will find it difficult to understand the customs of a new country, especially if he does not know its language well. He may have an experience similar to that of two businessmen who, traveling on their own responsibility, bought railway tickets but neglected to have them stamped. When they got on the train, their tickets were refused and they found themselves stranded at the next station for twenty-four hours. Travel agencies have their local representatives at each stop to take charge of details of this kind, and can relieve your employer of concern about such matters as taxis, hotels, and tickets. They will send him a typed copy of the complete itinerary, including a map on which the trip is traced, so that he will know exactly what to do next.

Although travel bureaus are much employed in rendering small services to regular travelers, they are perhaps better known to the layman through complete planning of vacation tours, because these services are widely advertised. A businessman, although not always interested in entertainment while abroad, often combines a business trip with a sightseeing tour. He probably will have little time to devote to planning the pleasure side of a trip before he leaves the office. You can do much to add enjoyment to this part of his trip if you study the advantages offered in sections over which he is going. Find things which would probably interest him and suggest a list of things he should see. Provide him with books or résumés covering points which might escape his attention. Few businessmen have a broad

knowledge of history and pass over many things which would interest them if they had a background to enjoy the significance of these points. One secretary always prepares a little story of each sight that she finds scheduled on her employer's trips. This memorandum she slips into his case for him to read on the ocean.

Travel agencies are of great value in planning a tour on which one wishes to combine his activities with those of a group of fellow travelers. No individual can hope to compete with these companies in securing economy and scope for a trip to be completed in a limited time. However, you pay for the trips of the group, whether you are interested in all the features or not. Often arrangements can be made wherein only a portion of a personally conducted tour is purchased.

Travel departments of banks

If only transportation to a foreign city and hotel reservations are needed, you will probably obtain these through your bank. Businessmen usually buy travelers' checks and provide for the transfer of funds through their bank. The bank's own travel checks and letters of credit are an advertisement which Americans carry into a foreign country, so large banks pay for this publicity by maintaining a travel department designed to aid customers. If you live in a small town, this is usually the logical way to make reservations. Although these small banks do not have a regular travel department, they will complete all arrangements through their correspondent banks in metropolitan areas. Banks usually keep a certain sum on deposit with a large bank in each important city in order that they may transact business such as this through them.

The itinerary

A carefully planned itinerary is a guide for the businessman in going about the country, and its carbon copy is a constant index by which you may locate him whenever necessary. Prepare it with accuracy, trying to visualize the trip in order to get in all

details. In making appointments, include initials, title, address, and telephone number of persons to be seen, if you can get these facts from correspondence or other sources. When you have assembled all of your data, start to go over the trip step by step. Roughly account for each moment. After each hour notation, be sure to indicate the time division, such as EST, CST, or DST, if the trip is covering several time belts. Leave no detail out, unless the information is put in a carefully labeled envelope.

A prepared itinerary, covering a trip made by Henry F. Brown, a building contractor, illustrates a typical case. An outline of the trip, together with wires confirming hotel reservations, was incased in a blue legal cover, which was easily carried in an inside coat pocket.

Henry F. Brown,
175 Broadway,
New York City

June 9-11, 19—

ITINERARY

New York—Philadelphia—Baltimore—Washington

Tuesday, June 9

- 2:00 P. M. DST—Leave Pennsylvania Station. Tickets and Pullman reservations (Chair 8, Car 91) in billfold. Contracts and blueprints on Philadelphia job in Envelope No. 1.
- 4:00 P. M. DST—Arrive Broad Street Station. Have planned that you go direct to the Ritz, where R. M. Jones will meet you to talk over the progress of the building. Mr. Jones' office address—1630 Spruce St.—Telephone Spruce 1600.
- 7:59 P. M. EST—Leave the B. & O. Station for Baltimore. Ticket and Pullman reservation (Chair 19, Car 17) in billfold.
- 9:59 P. M. EST—Arrive Mt. Royal Station. Foreman M. J. Smith will meet you there in his car to drive over to the Lord Baltimore. Telegram confirming hotel reservations attached hereto. Mr. Smith's home address—160 Rockville Blvd.—Telephone Boulevard 8731. Envelope No. 2 contains all Baltimore data.

Wednesday, June 10

- 8:30 A. M. EST—Mr. Smith will take you on a round of inspection of the five buildings under construction.
- 11:30 A. M. EST—C. N. Harris, of the Empire Construction Company, will meet you at the Grand Building project to go over the subcontract work before you meet E. R. Preston, president of the company, for lunch.
- 1:00 P. M. EST—Lunch at the Barrie. Subcontracts and blueprints in a large envelope which has been forwarded to the Barrie by registered mail.
- 3:30 P. M. EST—Call Mr. Green here at the home office regarding progress with Empire representatives. Have Mr. Smith's office mail contracts and excess material in large envelope addressed to this office, which you will find in the bottom of the case.

Thursday, June 11

- 9:00 A. M. EST—Leave Baltimore by bus for Washington. No tickets. Telegram confirming reservations at Mayflower attached hereto. Envelope forwarded by registered mail contains data and figures. Other materials in Package No. 3 in this case.
- 11:00 A. M. EST—Senator Lane's committee on building will confer with you. Letter giving appointment details in Package No. 3.
- 3:30 P. M. EST—Take bus to airport. Plane tickets in billfold.
- 4:00 P. M. EST—Plane leaves for New York.
- 6:00 P. M. EST—Arrive at Newark Airport.

Getting things ready to take on a trip

The purpose of a trip will ordinarily dictate the things you will pack for your employer's use. Any correspondence which you think might be valuable should be included, as well as office forms that might be needed. If you think your employer might want to send out correspondence in the name of the firm or of some special interest, include a supply of the regular office stationery and the stationery of such affiliated interests. Per-

sonal stationery may be wanted for letters for which hotel stationery cannot properly be used. A clean, well-filled fountain pen, a few pencils with erasers, some memorandum sheets, and a small box containing a few clips, rubber bands, and postage stamps will enable the traveler to work on the train or in his hotel room to advantage. Provide an ample supply of business cards. See that your employer's check book has a sufficient number of blank checks, and put in a new filler if there is any chance that more blanks will be needed before his return.

Files on special interests

Many businessmen have special interests in various parts of the country, such as offices in their fraternities, lodges, or trade organizations, or memberships in boards of directors of different companies. Of course, they will want to be able to talk about these affairs intelligently if their trip takes them to these localities. Always keep a special file on each interest. Include those instances likely to come up during a trip or make a digest of developments. Someone may ask your employer about things which he has forgotten, and he will not find it easy to inform himself if you are keeping the data some hundreds of miles away.

Packing materials

Label envelopes and packages clearly, putting materials to be used on each call in a separate package. See that your employer's name and a local address, as well as his regular office address, appear on each envelope, so that it can be quickly returned in case packages are lost or misplaced in a strange city.

Pack these envelopes neatly in a case in the order in which they will be used, making a complete list of the letters and documents taken from the office. Do not expect men to carry several small packages. One branch manager was asked to report to the home office with all margin accounts at the time of the 1929 stock market crash. At the first change of trains one package slipped from under his arm to the floor of the train. The conduc-

tor, realizing the value of the papers, brought the package to the brokerage office as soon as his train returned to the city. The manager, getting ready to leave his hotel for the main office, was unaware of his loss until called by his secretary. The package was forwarded by air mail, but an embarrassing delay could not be avoided. Had the secretary seen that the package was in her employer's traveling case, or mailed it on ahead, her employer would have been relieved of any responsibility for its transmittal.

When part of a trip is to be taken by automobile, you must be careful to seal all packages. Dust enters open packages in traveling any distance and may ruin the contents, so a strip of gummed paper should be pasted across all openings. Line a carrying case with paper or have it covered with oilcloth in order that the envelopes themselves do not become dirty, torn, or wet. Choose a case that will fit into the automobile trunk if your employer does not have regular suitcases that fit into the trunk. If no trunk is on the car, see that packages are of such a shape that they fit comfortably into available space inside the car.

Mailing bulky packages

Bulky packages should usually be sent by parcel post. Be sure that mailed packages are correctly labeled, sealed, and marked *Confidential*. If they are mailed to a branch office, see that they are sent in care of some officer. If no one is aware of your employer's approaching arrival, mark mailed packages, *To Be Called For Friday, July 12, or Hold for Arrival*. This designation will preclude any possibility of a package's being returned before your employer gets there. Parcel post packages on which you wish quick delivery should be marked *Special Handling*. This marking puts them in a delivery rating with first-class mail. Air express or regular express may be used instead of parcel post if they seem better adapted to your purpose.

Use special delivery on first-class mail when a regular day delivery will not be made, as on Sunday or at night; but if regular

day delivery is practically assured, a special delivery stamp often retards receipt. Postmen call frequently and quickly in a business section. Any special item must be routed through special channels where extra care sometimes consumes so much time that a letter is handled with less dispatch than through regular channels. Do not send materials special delivery to an office if no one will be there to receive a night delivery. Register packages of valuable papers. Insure things which have monetary value.

Financing a trip

Most businessmen use letters of credit for all large expenses. People who carry letters of credit must be substantial citizens, because one must have an account at a bank and be regarded as worthy before these letters are issued. They give a traveler prestige and serve as an introduction to other banking institutions. In thus gaining entrée to banks in a foreign country, a businessman will be extended many courtesies as a result of his affiliation with an American correspondent bank. A small charge is made for a letter of credit. A customer's account is charged with the entire amount at the time such a letter is issued, but any portion not used may be turned in for credit.

Some businessmen cash personal checks or use bank drafts. Money may also be wired to various points or, more economically, be sent by postal or express money orders when time is not limited.

Use of cash

Few businessmen carry large sums of cash on a trip. Instead of risking the dangers of road robberies by carrying enough ready money to defray all expenses of the trip, they prepare to make use of their credit standing. They arrange to have their hotel bills sent to the main office. Telegraph cards are secured so that wire bills may be charged. From gasoline companies courtesy cards are procured which enable them to purchase their favorite brand of gasoline and oil on a charge account. In this

way a minimum of cash is needed. For the sake of safety the bulk of their money is carried in the form of American Express and bank travelers' checks, which are more easily cashed than a letter of credit or a personal check. These orders are often accepted instead of cash, especially in foreign shops.

Nevertheless, some money will have to be carried to defray immediate expenses. Details of providing cash for a trip will usually fall to your lot, although your employer will usually cooperate in determining the amount. However, if you are familiar with your employer's needs on such trips, he is often delighted to leave even this decision entirely up to you. Tickets bought in advance eliminate that item in calculations of cash needed. In drawing money from a bank or on a travel advance, be sure to provide a liberal supply of change, such as nickels, dimes, and quarters for telephone calls and tips, and enough one-dollar bills so that taxi fares can be paid quickly. Other bills may be carried in large denominations to avoid bulk.

Departure

So far as possible try to avoid a flurry at the last minute. Have everything ready in time for a leisurely leave-taking. If your work has been done well, you will be free to fill in gaps left by others. See that office boys are present to carry baggage and call a taxi. Do not hesitate to draw attention to the time, should your employer become engaged by a last-minute caller. By doing this you pave the way for a courteous dismissal or transfer of a customer, since few people are offended by one's leaving to catch a train.

Handling routine business during absence

Usually you will conduct the business of the office in your employer's absence. Try to do things as you think he would want them handled. Find out what people want and turn them over to someone else in the office if you cannot help them yourself. Nothing is more exasperating than a secretary who says,

"Mr. Brown is in Europe for six weeks," and who then hangs up the receiver. Always keep a digest of office activities so that your employer will know what has been done in his absence.

Go over the mail carefully to determine what can wait until your employer's return. Acknowledge routine mail. Some mail you will be able to hand over to others for attention. Be very careful in putting matters away to await your employer's return. If an unusual delay must be made, send a note to the correspondent saying, for example: "Mr. Brown is at present in Cleveland. He will give your letter of July 9 personal attention upon his return here next Friday."

Assisting substitutes

If another officer takes your employer's place during an absence, you will find it necessary to give him a background for handling many old problems which come up. Keep closely in touch with new matters so that you can help your employer take them up when he returns.

A serious error of secretaries, and of employers, is that of insisting of handling all matters during a vacation or trip, instead of turning some of them over to others. A vice-president in charge of a bank has just given several of his officers their choice of delegating their work to another officer in their absence or of seeking employment elsewhere. He said, in describing his problem: "If these fellows are so insecure in their positions as to feel that another could usurp their work in a month, we don't want them. Our men must be sure of their worth." The organization had been much disrupted by secretaries' sending mail to vacationing officials.

Communicating with employer

While your employer is away, you will be a connecting link between him and his office. Communicate with him on all urgent matters, choosing the method best suited from the standpoints of economy and efficiency.

Outline what you want to talk about before you put in a long-distance telephone call. Anticipate any information for which your employer may ask, so as not to cause needless delay after you have secured the connection. Arrange to have special telephone calls put through direct instead of trying to act as an intermediary. This procedure often transfers the toll charge to the person calling, and money and time are usually saved, if the matter can be settled between the two persons concerned. In order that others may communicate with your employer, you will have to know that your employer will be at a definite place at certain hours of the day.

Forwarding a digest of business matters

Your employer will feel more at ease if he knows that his work is being thoughtfully cared for in his absence. Do not hesitate to keep him informed, but do not bother him with unimportant matters. Try to make communications as cheerful as possible. Forward things about which you think he should know, being sure to include in any communication all details which you decide are important enough to bring to his attention. A letter sent to some point to await your employer's arrival would probably read like this:

July 21, 194-.

Dear Mr. Brown:

Everything has been going along nicely here. We were able to get the Jones matter settled soon after you left. You will be relieved to hear that he did not object to our handling the final details.

Mr. O'Brien came in with that contract Friday and I turned him over to Mr. Willis. They agreed on a figure of \$11,941.57. As this seemed all right, I did not wire you.

Your night letter from Baltimore helped us straighten out those two accounts. Figures were mailed to Mr. Smith at once.

I saw in the paper this morning that R. M. Miller, who handles our account at the First National Bank, has been made a vice-president. Possibly you would like to wire congratulations.

Henry Morgan wanted you to take his son on for the summer. Mr. Laird placed him as a carpenter's helper on the new building.

Attached is a digest of the mail, together with extra carbon copies of letters which I have written.

Sincerely,

(Signed) Marian J. Smith

DIGEST OF MAIL

Letter from F. M. Edwards. Will be here Friday, the 21st. Confirmed appointment.

Contract from Enid Company. Checked thoroughly. Everything OK, so filed it.

Red Cross Solicitation. Shall give \$100, the same as last year, unless you wire me to the contrary in Tuesday's night letter.

Income Return Blank. Reminded Mr. Way to have data ready when you return.

The letters which I am forwarding to you for attention have notes on them showing what has been done and giving data which you may need.

MJS

The employer who gets this communication will have a clear idea of what is being done on all matters needing his attention. Consequently he will find time to read it with interest.

The return

Free yourself as much as possible so you will be able to spend a great deal of your time in helping your employer get back into office routine. Have everything in order so matters can be gone over quickly. A digest which accompanies each day's work should contain all details with which you did not want to bother your employer during his trip.

Carefully check all materials brought back against the original list of things taken from the office. This double checking will serve as a safeguard against loss during the trip. Early discovery

of omitted documents may enable you to have them located. Go over each paper or memorandum carefully to gain an idea of what business was transacted.

Saving a vacationist

Vacations are given for relaxation. Good effects should not be worn off by having to work overtime to make up work not done during this period. Have no instructions or interoffice memoranda sent to litter up your employer's desk as a homecoming greeting. Put most matters in a pending file, so they can be taken up several days after his return. In this way the vacationist will not become so discouraged as to lose all the reserve strength he has built up. If a vacation has been much more strenuous than his daily work, some time may be needed to rest after the arduous recreation.

Business trip reports

Many businessmen make a report of their trips, usually compiled from a diary kept in a small book of pocket size. When your employer is dictating from notes and trying to recall events, keep his copy of the itinerary in front of you to check dates and names. Some men use the margins of an itinerary for making odd notes. Draw attention to these.

An expense voucher is usually attached to a written report. Carefully check all items. If you have some imagination you will ask questions about omitted items, such as meals and taxi or bus fares between stations and hotels. Carefully check all additions and subtractions. You will have a record of the travel advance, so verify the amount of the refund check as being the difference between the money advanced and money spent.

Reports of trips should be written up as soon as possible so that details do not escape your employer's mind. Remember, a good report is not written—it is rewritten. Make a rough draft on which your employer may make corrections or additions.

Never feel it an imposition on your good nature to have to copy an entire report several times.

Traveling with an employer

Any businessman can do better work with a secretary who knows his business, so it is often false economy to try to work with temporary stenographic help secured in a distant city. When you are called upon to accompany your employer on a business trip, you will be able to render inestimable service if you take the trip seriously.

Usually most of your time is taken up in attending conferences, in transcribing notes, or in arranging details. Be friendly with those whom you meet, for you will have to ask many favors in getting things done in a strange office. Keep your materials packed so they will not be in the way of others. If work must be done at night, see that everything necessary is brought from the office to the hotel, for you may not have access to a strange office after hours. A portable typewriter may be rented for a trip so that stenographic work can be done after working hours. This plan will free you during the day for other duties, such as taking notes on meetings, attending to details, and meeting people who desire to consult your employer.

Use of leisure

Provide your own entertainment so that your employer will not feel obliged to care for you. Be sure he knows where you are at all times so he can call you if unexpected work must be done. Guard your conduct at the hotel and office, for your employer will expect you to uphold the dignity of the house you represent. This admonition does not mean that you cannot talk to others—indeed, many very pleasant contacts are made in business without a formal introduction, but you will need to exercise care. The mere fact that you are in a strange city does not give you license to do things you would not do at home. One merchant refused to buy from a firm because he

overheard their salesman engaged in flippant conversation with a group of girls in front of his hotel. You never know when people will be judging your house by your social conduct.

Men secretaries may have a decided advantage in traveling with an employer, but women today need have no hesitancy in assuming this duty, for no reasonable person will criticize them. However, you should be considerate in protecting your employer by removing any chance for suspicion. The wise secretary does this by refraining from being constantly seen with her employer at social gatherings, by reserving rooms on different floors in the hotel, by making friends with others, and by adopting a normal course of conduct.

Seeking travel positions

Most travel positions for secretaries come from having done good work in their home office. On the other hand, some very good positions are found by deliberately seeking. Indeed the idea of travel has such a fascination for women that they are quick to answer blind advertisements to go with a perfect stranger. Beware of the dangers in seeking such positions. Sound businessmen are usually as careful of becoming involved in undesirable entanglements as good secretaries should be. A wise businessman would not accept your services without checking your record, and you should not take a prospective employer's moral integrity and financial responsibility for granted. Your trustfulness might lead to your being stranded in a foreign country without position or money.

A friend informed a college girl that an old man was advertising for a secretary to go abroad with him one summer. The young woman was admirably equipped for the work he was going to do, so she was selected from one hundred fifteen applicants. Notwithstanding the apparent honor, she consulted the credit department of her bank before accepting the position. Telling them of her offer, she said: "I suppose I am unduly cautious, but I should like you to make an investigation of this man for

me." The bank official informed her that she was most fortunate in being chosen to accompany such a well-known politician, but they would be glad to send an investigator out on the case at once. These reports showed the man to be wealthy and of keen intellect, but they also revealed a moral record open to much criticism. No casual inquiry would have brought to light the facts which caused the bank to advise the young woman to refuse this man's very liberal offer. If all secretaries were as sensible in checking the standards of employers, they would be sure of fair and honorable treatment, and secretarial work would be placed on a higher plane.

BOOKS, MAPS, AND MAGAZINES THAT ARE TRAVEL GUIDES

GENERAL BACKGROUND:

Travel, Travel Magazine Company, New York.

Asia Magazine, Asia Magazine Company, New York.

American Traveler's Gazette, Thos. Cook & Son, New York.

National Geographic Magazine, National Geographic Society,
Washington, D. C.

TRAIN:

Official Railway Guide, 424 W. 33 Street, New York City.

AIRPLANE:

Official Aviation Guide, Chicago, Ill.

BUS:

Motor Express Guide, 100 Hudson Street, New York City.

Motor Coach, Hotel, and Airplane Guide, Herald Tribune, New
York.

STEAMSHIP:

Old Salt: The Bon Voyage Book, John Day Co., New York.

AUTOMOBILE:

Tour Books (covering: Northeast; Southeast; North Central;
South Central; and West) of *America*, American Automobile
Association.

HOTELS:

Official Hotel Red Book, American Hotel Association Directory Corporation, New York.

Travel Book, International Transportation Association, Inc., Washington, D. C.

FOREIGN COUNTRIES:

Thos. Cook & Son's Guide Books (covering: Algeria and Tunisia; Belgium; Egypt and the Sudan; Florence; Holland; Jerusalem and Judea; London; Milan and the Italian Lakes; Naples and its Environs; Normandy and Brittany; Northern and Central Italy and Rome; Norway, Sweden, and Denmark; Palestine and Syria; Paris; Peking; Rivas of France and Italy; Spain and Portugal; Switzerland; Venice and Venetia). Thos. Cook & Son, New York, or branches.

So You're Going to . . ., series by Clara E. Laughlin (covering: France; Paris; England; Germany and Austria; Italy; Rome). Houghton Mifflin Co., New York.

Where It All Comes True in . . ., series for children by Clara E. Laughlin (covering: France; Italy and Switzerland; Scandinavia). Houghton Mifflin Co., New York.

The Blue Guides, by Findlay Muirhead (covering: Belgium; Southern France; North Eastern France; The French Alps; Brittany; Normandy; Paris and its Environs; England; London and its Environs; Wales; Northern Italy; Southern Italy; Switzerland). Macmillan Co., New York.

Satchel Guides, by W. D. Crockett (covering: Europe; Spain and Portugal). Houghton Mifflin Co., New York.

Baedeker's Guide Books (covering: Austria; Egypt and the Sudan; Berlin and its Environs; The Rhine; Southern Germany; Rome and Central Italy; Northern Italy; Central Italy; Paris and its Environs; Switzerland). Scribner's, New York.

Round the World Traveler, by D. E. Lorenz, Fleming Revell, New York.

South American Handbook (including Central America, Mexico,

Cuba), Caribbean Cruise, Trade and Travel Publishers, London.

Hawaii with Sydney A. Clark. Prentice-Hall, New York.

The East Coast of South America with Sydney A. Clark. Prentice-Hall, New York.

Let's Go to the West Indies, by George W. Seaton. Prentice-Hall, New York.

What to See and Do in Mexico, by George W. Seaton. Prentice-Hall, New York.

What to See and Do in Scandinavia, by George W. Seaton. Prentice-Hall, New York.

MAPS:

Bi-weekly Detour Maps, American Automobile Association.

State and Sectional Maps, Gasoline Companies.

Philips' Motor Road Maps (covering: British Isles; England and Wales).

A B C Pocket Atlas-Guide to London.

Beadel & Freeborn: *The Principal Motor Roads of Europe and Northern Africa.*

Jancourt's Railway Map of Europe.

Cook's Continental Time-Table.

Bradshaw's Continental Time-Table.

Literary Digest Atlas of the World (locations only).

LANGUAGE GUIDES:

Murray's Handbook of Travel Talk (English; French; German; Italian), Macmillan, New York.

English-Spanish Conversational Dictionary, Altemus, Philadelphia.

Marlborough's *Self-Taught Series* (European and Oriental Languages).

Hernan's *What to Say Series.*

Loth's *Conversational Guide* (English-French, German, and Italian). Simkin-Marshall Ltd., London.

Note: In selecting travel books and maps, be sure they are late editions. Books which have not been revised within five years are practically useless.

CHAPTER TEN

Care of Money and Bank Accounts

Money and time are the heaviest burdens of life, and the unhappiest of all mortals are those who have more of either than they know how to use.—JOHNSON.

Importance of ability and integrity

The care of money and bank accounts is one of the greatest burdens of most businessmen. The amount of help you will be able to give your employer in this part of his work will depend largely upon two things—your employer's confidence in your ability and integrity and his own ability to delegate authority for details of the accounts under his supervision. Most men do not make the utmost use of secretarial help, either because of reticence in discussing financial matters with a secretary or because they have not learned how to take advantage of the help a secretary is trained to give. However, busy men cannot adequately take care of all monetary details, so a secretary must assume part of this work. Be especially careful never to divulge any information which you learn from handling your employer's accounts.

Knowledge of bookkeeping essential

Even a businessman who appears proud that his wife or daughter "does not know a thing about money" usually fails to see the amusing side of the same impracticality in his secretary. A secretary secured a forty-five-dollar-a-week position with a doctor. She had an excellent personality for dealing with a high-class clientele, and came well recommended with five years' experience. The first week the doctor discovered she had never

made out a deposit slip in her life and knew absolutely nothing about keeping accounts or making out statements. Instead of always extending prices on the last line with the description on a patient's card, she sometimes put them on the first line, other times on intervening lines, and often not even on a line with the description, but on some blank lines which she was constantly leaving. Her employer was astounded; she, on the other hand, seemed at a complete loss when he told her that she was not familiar enough with secretarial work to hold that position. Commenting on this experience, he asked, "Why do girls go into business offices prepared for nothing except to be good company?" This question you must answer if you are unwilling to put forth effort to train for your profession.

Although many schools do not teach accounting subjects in their secretarial courses, you should get some definite knowledge of bookkeeping, for in most offices this lack will be a handicap. Much joy in keeping accounts is lost if you have only learned by rote that certain matters are handled in one way, while others are treated in another manner. When you know why these things are done, you will not be likely to make a mistake in form.

Office accounts

Because business is largely conducted with a monetary motive, secretarial positions demand that you make out many types of vouchers, statements, and records. Even though you may seldom handle actual money or checks, financial records are commonly set up by a secretary.

You may be required to keep an elaborate set of books or merely a journal, or to make out expense vouchers. These records should be typed accurately and neatly. Double entry bookkeeping makes it necessary to note all *contra* items plainly on an original ticket for the convenience of the bookkeepers. Be sure you check all figures. Nothing will destroy confidence in your work more quickly than errors in addition and subtraction.

Follow office procedure

Work in the accounting department will be greatly facilitated if you understand the principles of accounting enough to comprehend individual methods quickly. Generally someone in a large organization will check you on procedure so that, even with a superficial knowledge of bookkeeping, you can get along passably well if you make a correct copy of each voucher or other form, keeping these copies in your desk for ready reference the next time you are called upon to fill in a similar form. Every secretary should take this precaution, but secretaries for salesmen have been known to type up expense vouchers every week for three months and still make the same errors. The word *specimen* should be written in ink in bold letters across each of these reference samples to prevent their being mistaken for legitimate vouchers.

If possible, obtain a copy of the *Summary of Accounts*, as prepared for your accounting department. Study the headings under which different transactions are recorded. Secretarial accounting is not so much a matter of stored-up knowledge of general accounting systems as of intelligent and painstaking study of the particular accounting system with which you happen to be working. Even if you know a great deal about accounting, never try to revise the system in use unless you know the powers behind it want a change.

Special accounts

Most businessmen are custodians of cash for various purposes, such as lodge and trade association dues, building funds, and miscellaneous odd collections. Because this work is out of their regular daily routine, carelessness in keeping records of such money often develops. How often an employer will come in and say, "I have some extra money here; now I wonder where I got that!" Finally he recalls that John Jones handed him twenty dollars for club dues. How embarrassing if he does not notice the addition to his pocket money before you notify John Jones

of nonpayment! Try to get your employer to keep a special purse for such collections. A small pocketbook, with a little notebook and pencil in it, is most convenient. "Brothers in the lodge" may be your employer's friends, but when his accounts are mixed up, friendship usually ceases.

An eminent physician was made treasurer for the building fund of his church. Every time he collected money, he would mentally note the amount and quite openly stick it in his pocket with his own money. His secretary was careless about asking him to hand this money over as soon as he entered their office, with the result that he sometimes forgot it or used it as his own. A week or so later he frequently could not remember the exact amount. When the time of reckoning came, he was not able to render an accurate account. The amount as shown by his secretary's report was known to be far short of the amount paid in. Although sensible people knew the doctor was not intentionally dishonest, a most disagreeable scene ensued, and the congregation voted to dismiss him from church membership.

Handling payments

Keep strict records of all payments to any special fund. If you cannot free yourself to record money when it is received, label it most carefully. Clip a memorandum to a bill or check and place cash in an envelope, always indicating from whom received and payment covered. Because such recording is very simple with shorthand a secretary has no excuse for slipping up on it. Put the payment in a place where your attention will be drawn to it at your first free moment, but do not leave it exposed where it will become a temptation to those inclined to pick up money or where people with much curiosity may see that John Jones was back in his dues for a couple of months. Carelessness in keeping financial records concealed is a grievous failing of many secretaries.

In any event, do not borrow from one account to make change in another of these special accounts (or for your own or your

employer's needs) without putting a slip in both accounts to show just how they stand. It is always safest not to touch one account for any other purpose than that for which it is intended. In actual practice, however, it is sometimes desirable to make change for a customer and avoid an awkward wait, but all accounts should be straightened out as soon as possible.

In giving change to a customer, be sure to repeat the amount of money received and count the change back, using the addition method as is done in stores. For example, if a foreman gives you twenty dollars to pay \$18.35 which he has collected from his department for the Red Cross, say, "Twenty dollars," as he hands you the bill; then when you hand him the change, say, "Eighteen thirty-five—forty—fifty—nineteen—twenty." Never hand him the change and say, "One dollar and sixty-five cents." Mistakes in counting money are easily detected if both giver and receiver concentrate on making change.

Personal accounts

Many businessmen need help in caring for their personal accounts. The owner of a business or a professional man is more likely to demand this service than are corporation employees, who often have a natural reluctance to use company secretaries for private business. However, many executives must avail themselves of this assistance, because they spend their private time on company business. Some executives pay a secretary to care for their personal accounts after business hours, or, if the volume of such work is great, they may employ a personal secretary to attend to all private matters.

Handling of personal accounts by secretaries is commonly done in one of three ways—through an imprest petty cash account, through a power of attorney, or through an account in the name of the secretary. In those offices where little help of this type is needed, an employer will maintain complete charge of his own records and only special duties will be delegated to a secretary.

Imprest petty cash fund

Your employer may give you some round sum, say fifty dollars, with which to care for his bills. You should pay personal bills as they are presented at the office, buy personal stationery, send gifts, and do whatever you feel he needs done, always keeping a careful record of all expenditures. When cash gets low, you should add up the disbursements and request a check for this amount in order to bring the account up to fifty dollars again. A large number of businessmen use only this imprest petty cash fund in allowing their secretaries to care for their bills. This method is very satisfactory when an employer is stationed in his office constantly and has plenty of time to look after most of his personal matters.

Power of attorney

In positions where your employer imposes heavy responsibility upon you, he may give you a power of attorney covering certain acts. You will then be enabled to sign for him. In his absence you can sign his name to checks, and they will be accepted as though he had signed them himself. Because the power of attorney method usually vests more authority in the secretary than mere handling of accounts would warrant, it is being displaced by an account opened in the secretary's name. A joint account opened in the names of both secretary and employer is also widely used but, as a rule, is inadvisable. Two people must keep in very close touch if they are using the same bank account. If you are compelled to use the same account your employer uses, and are allowed to sign checks either on a joint account or with a power of attorney, you will have to be extremely cautious. Businessmen and their secretaries are usually so busy that each finds it difficult to keep accurate records of transactions made by the other. Realizing this danger, you can coöperate with your employer by informing him of your transactions.

The secretary's bank account

The safest method for handling large accounts is that in which your employer establishes a bank account in your name. Such accounts should be opened so that you sign all checks as secretary—never as if they were personal checks. For example, the signature on a check or an indorsement will be “Marian J. Smith, Secretary.” This method does not give you access to your employer's bank account, yet it provides a means by which you may be made responsible for seeing that his bills are paid on time. It is much safer from the standpoint of likelihood of overdrawing the account, for you can know at all times how the bank balance stands.

If you are opening an account in your own name for your employer, be sure that he approves of the bank in which his money is to be kept. You will not want to assume responsibility for choosing a bank, for banks have been known to fail, thus tying up funds for a considerable length of time. You may suggest one which will be convenient for you, but ultimate approval must rest with your employer.

Household accounts

Even though women are having so much money willed to them that we have been warned of the danger that “women shall inherit the earth,” many wives still do not handle household accounts. Turning accounts over to husbands is not an indication that wives could not keep accounts if they so desired. Some have their time entirely taken up in raising families and in creating the proper home background for their husbands. If a husband and wife have independent incomes from which they contribute equally or proportionately to family expenses, they usually prefer to have an outsider manage the account.

Household accounts handled by a secretary are usually taken care of in a businesslike manner. When a notice of a \$12,000 grocer-butcher bill was served on a prominent New York woman,

it was revealed that one wealthy family owed \$16,000 and another \$21,000 to this same food merchant. The heads of none of these houses realized that accounts had been so neglected. Because of credit ratings, many men like to know that their home affairs are put on the same business basis as their office affairs. In all cases be prepared to render a clear and accurate account of household disbursements. Do not pay bills just because they are presented to you by a reputable store unless someone has verified them. Arrange to have a housekeeper or caretaker check receipt of merchandise and services and forward approved bills to you.

Making cash payments

Although a check is the most common means of paying bills in America today, its use in other parts of the world is restricted. For this reason the foreigner who performs small services sometimes prefers money. Cash is used to pay small amounts for which a statement is presented. An agent of the company rendering the bill will take the money and receipt the bill. Be sure to have this done, for you have no other evidence of payment. Collectors frequently do not turn in all the money they get. You are protecting the agent and his firm by making it almost impossible for him to be dishonest without arousing suspicion.

Verifying bills

Before you pay a bill, always make sure that it has been verified against goods received. A checkup in one office revealed that secretaries were attaching their "O.K.'s." to bills on which prices were incorrect. Furthermore, mistakes in addition and discounts were not caught, and even omissions of billed articles went undetected. An item of over one hundred dollars first brought this lack of checking to the attention of the employer, who immediately had a man check over back bills. The firm was able to retrieve nearly three hundred dollars by drawing the attention of companies to errors in bills on which overpayments had been

made. Of course, only billing mistakes could then be detected; there was no way of verifying receipt of material after part or all of the goods had been used.

Check payments

A great advantage is gained in paying bills by check, because a canceled check is a receipt which may be used in any court. (Many checks have a space in which the purpose of the payment can be recorded, but, in any case, information should always be put on the stub.) Because bills paid in cash are not thus protected, receipts must be requested and carefully filed. Some houses require that all payments be made by check because receipts may be lost. Certainly you should reduce cash payments to a minimum.

Collected and uncollected checks

Checks, though they pass in America's small business deals as the equivalent of cash, are really not the same as cash until they have been honored by the bank on which they were drawn. In large transactions interest for one day or more may make considerable difference. For this reason, the payee may demand collected or Federal funds on a payment amounting into hundreds of thousands of dollars. These collected funds will be procured from your bank. If the check is to be deposited in the same bank upon which it is drawn, you may request that the receiver be given *immediate credit*. Most checks, however, "pass through clearing" and are not collected until the following day—or later if drawn on distant, out-of-town banks. With the help of the Federal Reserve System, banks collect most checks free of charge, but a small fee may be charged for collecting checks of some banks not affiliated with the Reserve System.

Kiting checks

Kiting of checks is a pernicious practice and one which will quickly destroy the confidence of your bank. Kiting is made

possible by the inability of receivers to present checks at your bank as soon as they are received. If you give a check to John Jones across the street, his secretary will probably present it at the bank in a few hours, but if you send a check to a firm several thousand miles away, some time will be required to reach your bank for collection. For this reason it is not absolutely necessary that you have all the money in the bank until the check is presented, but rather strict laws have been enacted which may cause you considerable unpleasantness if invoked to prove that you deliberately played on this time element. With the speedy collection of checks through the Federal Reserve System, this type of dishonesty is being made more difficult all the time.

Never pay the month's bills until you have the money actually in the bank. No matter how good your intentions may be, something may happen to make it impossible to have the deposit there when it is needed. In an incredibly short time some of your checks may be returned to the payee marked *insufficient funds*, and your credit rating will be impaired. Some banks, as an accommodation, notify depositors when such checks are received, but they do this only because they believe in the customer's honesty and are willing to take the trouble to call his attention to the deficit.

Protested checks

A check for which there are not sufficient funds may be protested. This procedure makes it necessary to pay legal fees in case the money cannot be collected from the maker of a check.

When a check which you have indorsed is protested, you and all other indorsers will be notified as soon as the maker defaults. You may be called upon to pay the full amount of the check or a proportionate share. For this reason some institutions, such as hotels, which are obliged to accept checks, write the words *no protest* before their signature in indorsing every check, in order that they may not have to pay the protest fee in case a check is not honored. They would be liable anyway, so they assume

their liability without question of court proceedings, and risk being able to collect from the maker.

* *Fraud*

There are two kinds of fraud against which you will have to take precautions—the raising of checks and forgery. Those who prey upon carelessness of makers of checks are often able to raise the amount of a check. This type of fraud is difficult to detect. A surprisingly large number of checks are so carelessly written that even an amateur might raise them. If you are not writing with a check protector, be sure that your figures are plain. Place them so near the dollar sign that it will be impossible to write another figure in before the first figure. Raise the cents figures instead of merely indicating them by the decimal point. In spelling out the amount, begin at the extreme left-hand edge. Draw a line to fill in all unused space; if a check is typed, the hyphen is generally used to make this line.

Never, under any circumstances, have a check signed and then plan on writing in the amount later. Leaving this blank space is an open temptation to a dishonest person to fill it in for any amount. Some businessmen are prone to sign blank checks, thus placing an added responsibility on their secretaries to see that nothing happens to these checks. They know their bankers would frown on this practice, but if they persist, a secretary can do little but exercise due caution. If such a check is lost, do not allow your employer to make you feel the entire responsibility rests on you.

A less common type of fraud is a forged check, to which a dishonest individual has written another's signature. This type of crime requires considerable writing skill, as bank tellers are extremely apt in detecting a forged signature. A man who signs his name with a number of odd curls and flourishes is not protecting his signature from forgery. These highly distinguishing characteristics in handwriting are much easier to forge than

* The *Recordax* system is used by many banks to photograph all checks. Should a depositor present a cancelled check marked "Payment in full," the bank could be asked to blow up the film to see whether those words were on the check when payment was tendered for only part of the bill, or whether they were inserted afterwards with intent to defraud.

is a plain signature; because the flourishes are so prominent, the teller may neglect to make careful scrutiny of an odd signature.

Stop payment orders

Stop payment on checks which you do not want cashed. This may be done by notifying the bank by telegraph, telephone, mail, or direct request. Banks do not usually take orders by telephone except to grant a stop payment request temporarily. Oral requests are customarily honored for expediency, but must be followed by a written request. Do not ask your bank to give you information over the telephone. If it made a practice of doing this, anyone might call up and learn all about your account.

Stop payment orders should be resorted to only in extreme emergencies. Usually the sole legitimate occasion for their use is loss of a check. Keep one or two *stop payment* order blanks among your bank supplies, because they must be used immediately if needed at all. When you have lost a check made out by someone else, ask the person who wrote it to have its payment stopped. If the check is not found soon, the maker will issue a new check at your request.

Certified checks

Although personal or corporation check payments may not be barred because of an interest consideration, possibly a firm does not know your credit rating or must have certified money in its own account against which to draw checks. It then demands that your check be certified. A certified check is made out exactly like any other check, but it is then taken to the bank on which it is drawn. The bank looks up your account to make sure that you have enough money on deposit to honor the check. If you do, the amount is immediately charged against your account and the bank's certification stamp is placed across the face of the check. The bank then becomes responsible for its payment upon presentation. Even if you do not have a check certified yourself, its recipient may take it to the bank on which it is drawn and have it certified.

If it is desirable to have a transaction covered by a certified check, you should find out whether your employer regards more highly the financial responsibility of the maker of the check or that of the bank on which it is drawn. If your employer considers the maker more responsible than the bank, he will perhaps insist that the maker himself have the check certified before tendering it to him. The reason for such procedure is that, if the bank should become insolvent before actual payment of the check, the maker could not allege that certification was obtained by the holder—in other words, the maker could not say that the holder elected of his own free will to depend upon the soundness of the bank rather than upon that of the maker. If the maker procures certification of his own check, his responsibility to the holder is somewhat greater than if the holder procures certification.

One secretary, who had been instructed to have all brokers' checks certified, had a check certified about fifteen minutes before a large New York bank closed. Her employer knew this bank was in a dangerous position and would not have had the bank certify the check. The firm is still collecting on the \$3,000 from the defunct bank, because the broker would not recognize the debt on the grounds that the receiver's secretary elected to depend on the bank's reliability.

Certified checks are widely used as an evidence of good faith. For instance, if your firm is bidding on a contract, it will generally be required to deposit a certified check with its bid before that bid will be considered. This practice is followed in all government contracts for such projects as county bridges, school buildings, and post offices, and in many private contracts, including the purchasing of security issues.

Cashier's checks

Even if you do not have an account at a bank, you may present money at a bank and have a cashier's check drawn. Sometimes

it may seem advisable to pay a certain bill by check in order to get that form of receipt for payment. The signature of the payee on a cashier's check is absolute proof that the bill was paid. If money is held at a bank not regularly used, pending the happening of some event, payment is usually made by a cashier's check.

Drafts

Drafts are really a type of check drawn by a creditor on a debtor, instead of being issued by a debtor to a creditor. For instance, if you do not know the exact amount of a bill of goods which you are ordering, you cannot send a check. However, you may order the goods, at the same time instructing the company to draw on you for the amount. Drafts facilitate payment and are used in many businesses.

Drafts are sometimes resorted to as a means of collection. A debtor may be notified that, unless payment is received by a certain day, the creditor will draw on him. This means of collecting from you is usually considered bad business, and your bank will frown on your account if creditors feel that they must resort to such drastic methods of collection. Protect your account so that you have money enough in it to honor all drafts which may come against it. Your bank will notify you when a draft is presented.

A bank draft is a draft which is drawn by one bank upon another. These drafts usually pass as cash, being generally considered to have greater credit backing than an individual draft. They are sometimes used instead of a cashier's check in paying bills for which a personal or business check might not be accepted.

Drafts may be either sight drafts or time drafts. When depositing drafts, remember that they are not credited until honored. A sight draft may be honored soon, but a time draft will not be honored until a specified period has expired.

Acceptances

Trade acceptances are really time drafts. They are drawn by a seller upon a purchaser of goods. Their use in trade involving large transactions is being displaced by bankers' acceptances. A bank places its stamp on these drafts, thereby guaranteeing their payment by the purchaser. They are usually backed by warehouse receipts for goods or by bills of lading covering goods in transit. Sponsoring of acceptances by a bank makes for marketability and is one of the cheapest methods of financing either foreign or domestic trade. Both trade and bankers' acceptances are sold on a discount basis and may be discounted at a bank, the proceeds being the face amount less discount for the time yet to run.

Notes

A promissory note is backed only by a promise of the individual giving it, plus the responsibility of indorsers, but a collateral note requires the pledging of marketable security, which may be sold if the maker of a note fails to pay. Either type of note may be issued on a demand or time basis and both usually bear interest. If it is necessary to realize cash on them, they may be discounted at a bank. When temporary cash is needed for a bank account, borrowing is usually arranged with the bank on a collateral note.

See that all securities taken back when a collateral note is paid correspond exactly with those deposited at the time the loan was made. As banks usually keep these securities in a separate envelope, there is little danger of their becoming mixed, but there is a possibility that someone may have tampered with the envelope. Dishonesty of bank employees is usually detected by the bank itself, but sometimes even they rely upon the integrity of an employee not worthy of such trust. For instance, a bank employee had a bond which was of the same issue as one held in a collateral loan of a customer but it, of course, bore another number. The bond in the loan happened to be one of those

drawn for redemption that year at a price considerably above its market value. The clerk changed his bond for the drawn bond in the collateral loan. Ten days later the collateral loan was paid and the holder, having been notified by his broker of the calling of his bond, asked his secretary to have it cashed. The change in bonds was then discovered because that number could not be located. After some time the dishonest act was traced down to the bank clerk, who confessed. These things do not often happen, but if you are awake to the possibility that they can happen you will help to minimize their frequency. Before leaving the bank, take the securities out and check them. Banks are insured against just such contingencies, but your employer probably will not have insurance against this type of loss or fraud and loss may be complete unless you discover it in time.

Making out a check stub

Every stub provides a place for recording the name, date, purpose, and amount of the check bearing a corresponding number. It usually also contains space for recording deposits and showing the status of the bank account. Always be sure each stub is filled in completely. Transposition of figures is a very common occurrence in copying numbers. A check may have been written for \$8.13 and then, in making out the stub, you may have written \$8.31. If the amount of the check is only slightly more or less than the bill, the receiver may not bring a small difference to your attention, but you will be unable to reconcile your account if the stub is correct. Try to detect these differences when making out checks; considerable time will be lost in finding them later. A safeguard against this type of error is to fill out each stub carefully before writing the corresponding check. If a check is made out incorrectly by transposing figures, you will probably notice it if you have trained yourself to compare the amount of each check with the accompanying letter or statement as you are enclosing them in an envelope.

Making out a check

Erasures and changes of any kind void a check and another should be written out. Banks cannot be expected to protect your money if you do not take ordinary precautions yourself. Always notice whether the written amount corresponds exactly with the figures. Checks should be typewritten whenever possible. Many firms use a check-writing machine, which protects the changing of the amount. Signatures should be clearly written in ink; never use a pencil even though its use will be accepted by your bank. *Mr., Mrs., Miss, Messrs.,* and like titles are omitted.

Cash or bearer checks

A check written to *Cash* and signed by your employer will enable you or anyone else to get the money, without positive identification. Sometimes, the word *Bearer* is used. If you receive such a check, be especially careful of it, because anyone might pick it up and secure the funds. Secretaries are notoriously careless in leaving checks around on their desks. If you are not known to your employer's bank, a check made payable directly to yourself, with your indorsement guaranteed by your employer, is much safer than one made payable to bearer. Such a check is made out by typing the words *Signature Guaranteed* under your indorsement, and then having your employer sign his name under these words. When the check is presented at the bank, you will be asked to sign your name again, so that the signatures may be compared.

Many employers object to having checks payable to their secretaries go through their account and indorsed as though the secretary received the money. For this reason some secretaries who receive checks made out to their order write the words *For Deposit Only* before they sign an indorsement as secretary. This deposit can be checked by inspecting the secretary's account. A bearer check does not mean that the money could not be traced to you easily because it simply means that your name will not

appear on the stub of your employer's check book. (The returned check will bear your signature.)

Most secretaries are worthy of the utmost confidence, but as long as a few people do not live up to the rules of the game, employers and secretaries will be subjected to suspicion which must be tolerated, even though it is disgusting at times. An employer is as helpless as you if he is surrounded by people whose distrust of the genus "secretary" makes him watch his every step. No matter how unnecessary you may think his precaution is, his experience must have been such as to cause him to use this protection, so do not criticize him or ask questions.

Making a deposit

Always take the bank book with you when you are making a deposit, for it provides an indisputable record of deposits. Duplicate deposit slips or receipts may be lost and amounts not entered. Usually a check book has a place for making entries of disbursements and deposits. Be sure each deposit is entered on the first unused stub before you put money in an account.

When quantities of money are deposited, bills should be arranged in groups of like denomination, large bills being placed on top. When you have a quantity of bills, each denomination may have a loose rubber band or a strip of paper put around it. Roll coins into packages. Your bank will furnish coin wrappers which indicate the number of coins of each denomination to put into a package. Notes, drafts, and acceptances of odd sizes should be carefully labeled. One German bank acceptance was so large that it was folded around the other checks and bills. The teller, thinking it was a dance program which had been used to wrap up the deposit, threw it away.

A deposit slip

Be sure the name on the deposit slip corresponds exactly with that used on the account itself as evidenced by the bank book. For instance, if an account is opened up in your name, "Marian

J. Smith, Secretary," do not make out a deposit slip "M. J. Smith." Businessmen frequently have several accounts in one bank under slightly different names, so a seemingly unimportant difference in name may place money in the wrong account.

Totals should be entered for currency and bills, but each check, coupon, acceptance, note, or draft should be listed separately. See that the carbon copy of a deposit slip shows each figure clearly.

Indorsement

Every check must be indorsed before it is taken to the bank for deposit. Arrange checks by banks and cities. Signatures should be written on the blank side of the check at the end which is directly back of the beginning of the writing on the check itself. Write the name as near the top as possible so that other matter cannot be written in above it. Several signatures may be put on one check which is not routed direct to the bank upon which it is drawn. The signature used in indorsing a check should correspond exactly to the name on the opposite side. If a check is made out to a name so different from your usual signature that the bank might not recognize it, write your usual signature below the name used on the check. For instance, if your employer received a nickname as a basketball player in college, a check may come in written to "Slats Brown." You will sign "Slats Brown" and below it "Henry F. Brown, By Marian J. Smith, Secretary." This re-signing will hold your employer responsible for the check among people who do not know his college sobriquet. A stamp is sometimes used for indorsing checks for deposit when their number is great.

If your employer must indorse checks and other credit instruments, always see that they are arranged so that the ends on which a signature is to be affixed are together before handing them to him. If an extremely large number of checks must be signed, the secretary may save a busy man's time by withdrawing each check and blotting it as soon as the signature is finished. Several

hundred checks can be signed in a few minutes if the signer has to concentrate only on getting his signature written quickly. Of course, this method makes it imperative that you examine all checks most carefully to make sure they are correct.

Certificate of deposit

A certificate of deposit issued for money placed with a bank for a certain length of time is the least common method of making a deposit of money at a bank. The account is not active, the entire amount being withdrawn when needed or at the end of a specified time. These certificates usually bear a certain rate of interest and are often used for temporarily depositing funds in a bank at which the depositor does not expect to maintain a checking account.

Savings accounts

Systematic saving of money is encouraged by banks and building and loan associations. When such thrift accounts are opened by your employer, see that payments are made regularly and on time. Entries should be made on a tickler file for several months or a year in advance. Always make one notation at least a couple of days before each payment is due, so your employer will not absent himself from the office without knowing that he must leave a check.

If accounts are not systematically built up, but result from an overflow of funds not used for other purposes, they do not require such close supervision. A recent publication by a well-known savings bank revealed that a surprisingly large number of secretaries care for personal and family savings of their employers. Savings banks usually reserve the right to demand notice before accounts are withdrawn, but in actual practice this privilege is seldom invoked, even in times of financial stress.

Checking accounts

Checking accounts differ from savings accounts largely in the matter of a daily balance. Most banks require that a certain

amount be kept on deposit at all times. This balance is required to insure the account's being profitable and to allow for a working margin. Nothing will make your employer distrust your ability more than to have a bank balance drawn down below the limit. Be sure to find out the required balance before you take over a checking account and see that no check is written which would overdraw the account. A fine is usually imposed for an overdraft, but the worst effect is that it destroys the bank's confidence in your ability as a business person.

Reconciliation of bank accounts

You will probably be called upon to reconcile a bank account, even though you are not entrusted with its full charge. The bank will either send your employer a monthly statement or you will be expected to hand in the bank book at the end of the month, depending upon the practice of your particular bank. When the bank has verified the passbook with its records, the passbook is returned with a statement of the account and all canceled checks.

First, verify the amounts of these returned checks against the bank statement before changing their order. Usually it is safer to use a pen in neatly checking the numbers on the statement, because the coarse writing of a colored pencil makes it difficult to place each check mark exactly on the figure. If all the amounts are found on the statement, arrange the checks in numerical order. You will probably find that some are missing, because long distances and negligent people always retard presentation. Check the amounts on the checks against amounts on the stubs, and mark an *R* or a check mark (✓) on each stub found to be correct. Raised checks are detected by this process of comparison.

Second, make a list of all unpresented checks, listing the numbers and amounts on the back of the bank statement. Some people put a partial list on the stub for the twentieth of the month, which gives all checks issued about ten days to be returned. Suppose you have written the numbers "179-382-94-99" on the stub of April 20. This notation will show that four checks

are outstanding more than ten days, and provides a list which can be watched carefully. As soon as you suspect that a check may have been lost, bring it to the attention of your employer. He may be interested in finding the reason it has not been presented.

If a check is lost, returned, or otherwise made void, be sure to add its amount as a deposit on the current stub of the check book with the proper explanation; if you do not make this entry, your account will be "long" by that amount. Never go through several month's stubs, changing figures; that process is one sure way to get the bank book mixed up. If a new check is issued at the same time a stop payment order is given, the new check may be made out without any subtractions on the stub, instead of entering the old amount on the stub as a deposit and subtracting the same amount. An explanation on the stub showing the reason for not subtracting would probably read: "Check issued to take place of Check No. 179 on which payment was stopped 6/7/31."

Total the amounts of all unpresented checks and subtract this sum from the balance you showed on deposit after deducting the amount of the last check for the month. If the resulting figure does not agree with the amount reported in the account by the bank, interest may have been allowed, or some assessment, fine, or collection charges may have been deducted. If any parts of deposits have been coupons, checks from long distances, or other credit instruments, credit may not yet have been entered.

When an account has been finally reconciled, make a copy of the reconciliation on the back of the last stub issued for the month. This summary should read something as follows:

Balance—Bank Statement		\$1,867.19
Balance—Check Book		1,516.14
Difference		351.05
Total Checks Outstanding	\$340.04	
Interest on account	11.01	351.05

Enter the \$11.01 on the next blank stub as a deposit, marking it "interest." The reconciliation summary should also be copied on the back of the bank statement, where it will be available for ready reference.

If an account does not balance as soon as you have made the necessary adjustments, you will have to start a more detailed search. Nothing but sheer persistence will find discrepancies which sometimes occur. Go over the additions and subtractions on all stubs to see that you have made no errors there. See that you have entered all deposits by checking with the bank statement and your bank book. Recheck canceled checks. Make sure the bank's balance at the beginning of the current month agrees with its balance on hand at the end of last month. Pay particular attention to figures which the bank might have misread. Run over its computations. Banks are not infallible, much as they wish they were.

A cause of much trouble in reconciling accounts is the use of a blank check or an unnumbered check from the back of a check book. Those checks have no stub on which to record data relative to them, and their use may not be known to you. Impress upon a careless employer the importance of telling you when he issues an odd check. If you can do so, avoid this practice at all times; but if you tear out one of these extra checks, try to ascertain its amount from your employer as soon as possible. The entry on the stub of the next check should read as follows:

Amount forward		\$2,876.41	
Amount deposited		179.86	
Balance		\$3,056.27	
Amount blank check issued 5/17 to H. M. Johnson			
& Co.—March account	\$375.00		
Amount of this check	501.17	876.17	
Balance		\$2,180.10	

Payrolls

Making up the payroll, in an office which does not have enough employees to warrant hiring a paymaster, usually falls to the lot of a secretary in the organization. Great confidence is reposed in the person chosen for this work, for it requires honesty, accuracy, and discretion, as well as speed and judgment.

Check payments.—In the great fight against crime in America, an effort is being made to eliminate cash payrolls. Some banks have opposed this effort because they objected to an influx of employees cluttering up their banking quarters on pay days. Others have felt that coming to the bank to have pay checks cashed was a good advertising medium, because many persons opened checking accounts and savings accounts after getting acquainted through coming in to cash checks. Branches of banks in factory territories have been opened Saturday afternoons and certain evenings to accommodate working people. Some employers have coöperated by securing the addresses of employees' banks and mailing checks direct to the workers' accounts. Direct mailing of salary checks is not always feasible because some people do not want their bank to know their salaries, but more and more employers are securing this right from employees.

When checks of a confidential nature, such as salaries, contributions, and gifts, are drawn, it is probable that a firm may not want the amounts of these checks to become generally known. For this reason all salary checks may be drawn to the order of your employer and indorsed over to the individual employees. On the back of the check you will type:

PAY TO THE ORDER OF
Mary M. Jackson

Your employer will sign his name under this inscription. You then hand the check to Mary Jackson, who will be required to sign her name under that of your employer before having it cashed. The bookkeeping department or cashier will not know

the amounts of salaries because all checks will be made payable to your employer. Always inquire whom to designate as payee before making a requisition for a confidential disbursement. These payments are usually handled through a "Treasurer's Account," a "Proprietor's Account," or an account with some similar caption. All requisitions which bear this "contra" designation are turned over by the cashier to the officer in charge of such disbursements. It is generally necessary that you forward to the officer in charge of a confidential account a full confirmation of such payment to enable him to approve withdrawals. Never send a copy of this confirmation to the cashier or bookkeepers, because you are using this special account to keep them from knowing confidential details.

Cash payments.—In making a cash payroll, first figure the amounts from the time records and add the total. Then subtract the deductions required by law, such as social security tax and income tax withholding, and any other deductions to which the employee has agreed, such as group insurance premiums. The balance will give the sum for which you will have to draw a check. Sometimes a list of amounts is typed and sent to the bank, or the adding machine tape is attached to the check so that the bank can make up the amounts which will be needed. When payrolls are small, for half a dozen employees, for example, this is done without cost, but if the list is long, the bank makes a charge for this service. Some firms hire their banks to make up their entire payrolls, even to putting the amounts in envelopes or making out individual checks.

If you do not have bank service, it will be necessary for you to go down through the columns determining how many pieces of each denomination of bills and change you will need to fill the various envelopes. Always proceed from the higher denominations to the lower. First go down the dollar columns determining how many hundred-dollar bills you are going to need, how many twenties, tens, fives, singles. Omit two-dollar bills, because many people object to handling them. Then go to the cents column to determine how many halves, quarters, dimes, nickels, and pennies will be necessary. Determine in your own

mind just how you are going to make up such amounts as 87¢. Usually it is well to use the highest denominations possible—half, quarter, dime and two pennies—even though the amount could be made up in several ways. The total of these amounts must agree with the total of the payroll.

Usually one-hundred-dollar bills are not given out because employees may have trouble getting them changed. In dealing with such people as janitors, hod carriers, and those with lower occupations, always keep this limitation in mind, for workmen have to live pretty well up to their incomes. A small butcher or grocer does not keep on hand enough money to break up many large bills when monthly or weekly bills are paid. If you are not reasonably certain that your employees have banking connections, be thoughtful and include five twenty-dollar bills or even smaller denominations instead of a single hundred-dollar bill. Higher-salaried employees may prefer less bulk; consequently if the amount is enough over one hundred dollars to give the person a spending margin, you may find it advisable to use the large bill.

When you make up a cash payroll, go into a place where you will not be disturbed by interruptions; never tend a telephone and try to count money at the same time. However, do not get too far away from protection. Many payroll robberies are made easy by the custodian's going into such a secluded place that he could be bound and gagged without attracting the attention of others around the office. Certainly you should not come back after hours to make up the payroll, unless you are being specially guarded.

After you have counted out the money, check it carefully before it is put into each envelope. Verify each amount with the amount of salary to be received by the individual whose name is on the outside of the envelope. Some employees are honest in returning an overpayment, but you will always be sure of not having a loss if you take necessary precautions yourself instead of relying upon the honesty of others to correct your errors. Never allow people to take any part of your payroll until

you have completed it and know that no mistakes have been made. The value of this practice is shown by the change in results experienced once in putting up an \$11,000 payroll on several building projects. The payroll was handled by the treasurer of the concern and his secretary. For months there had never been a week when they did not have an error. A new secretary came to the office who insisted on checking the entire payroll before releasing any part of it. No error occurred for more than three months; then one day a foreman on one of the jobs, who wanted to go to the seashore early, persuaded the treasurer to allow him to pick up his section of the envelopes before the payroll was completed. When the secretary came to the last envelope, the amount was ten dollars short. None of the remaining envelopes contained the extra bill. It probably got into one of the envelopes which the foreman had taken before they had a second checking. Two bills of new money often stick together, making extra precaution necessary on money received from banks which give new bills.

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CHAPTER ELEVEN

Financial Records and Reports

I hope I shall possess firmness and virtue enough to maintain what I consider the most enviable of all titles, that of an "Honest Man."—WASHINGTON.

Importance of financial records

You may often be more occupied in keeping financial records than in actually handling money and bank accounts. These records differ widely from accounting records and sometimes prove extremely confusing because an ordinary secretarial course does not lay emphasis on them. However, they constitute a summary of assets and liabilities, of income and expense, or other special data necessary to a proper gauging of the financial status of an organization by officers responsible for its management. Many officers would be as completely bewildered by complex accounting records as you might be, but they can understand figures when they are arranged in readable form. These résumés of financial matters are sometimes kept in special files, in books, on charts, or in the form of graphs. Select a method which will give the clearest picture of any activity when that activity is separated from a mass of figures. This isolated material can be presented to a group or kept for purposes of personal supervision. Breaking down of data into smaller units is highly important in writing up business reports.

Tabulations

Complex tabulations are works of art which must be carefully laid out to show exactly what is desired. In planning a vertical arrangement, consider both length and width of the paper you

are using and the size of type on your machine. Standard typewriters are adjusted to six single-spaced lines to the inch, so you will only have to multiply the length of your paper (the number of inches) by six to get the number of possible lines that can be written. Count the number of single-spaced lines needed for your tabulation. Suppose it is forty lines, then subtract forty from sixty-six (six multiplied by eleven) and you will find twenty-six lines of blank space left. Putting half of the blank space above the tabulation and half below will mean that you must begin thirteen lines from the top of the sheet (half of twenty-six lines). In gauging space from right to left, the size of type will indicate the number of spaces to be used—pica type is ten letters to the inch, and elite type twelve letters to the inch.

The title of a tabulation should appear in all capital letters at the top and should be self-explanatory. Side and top headings are arranged so as to clarify meanings of figures in the columns. Side headings are usually long; top headings, short. However, an index of top headings, sometimes termed a "legend," is often placed below the tabulation in order to explain headings which are too long to be put in the table. Boxings of different kinds are used to bring out subheadings. Figures should be arranged in neat and accurate columns. Footnotes sometimes explain variations in data; for instance, an (a) placed before a figure may indicate a footnote which gives the information that quarterly dividends were deducted from figures of companies so marked. Advanced typewriting books give material on arrangement of statistics of this type. You can also find ideas on arrangement in newspaper and magazine compilations.

Graphs

A pictorial way of showing information is to construct a graph which will reveal at a glance the relative standings of different units. The "pie" and pictorial graphs, which require geometric and artistic ability, are usually the work of an expert, although a

[illegible]

secretary might be able to mark off sectors of a pie graph or draw elephants of varying sizes.

Drawing of a line graph and typing of horizontal and vertical graphs usually fall to a secretary.

An executive uses graphs to obtain a clear conception of certain data. He may want to keep a record for his own information as well as for making up financial reports. For instance, an officer of a company using rubber may keep a fairly complete record of the stocks of different rubber companies. These data are kept

Salesmen:	\$500	\$1000	\$1500	\$2000	\$2500	\$3000	\$3500	\$4000
Billings:								
Trion								
F. Lee								
R. Lee								
Maybury								

Dept.	Employees
A	6500
B	3500
C	2500
D	5500
E	4500
F	4500
G	5500
H	2500
I	4500
J	3500
K	1000
L	1000
M	2500
N	4500
O	4500
P	3500
Q	2500
R	5500
S	4500
T	3500

over a number of years with no apparent use; then a weak rubber company is annexed as a subsidiary to supply the company's rubber requirements. Many possibilities of mergers have been realized because some member of an organization first saw the advantages of the merger by keeping closely in touch with activities of other houses. Things which seem like a hobby often have a very definite use. For this reason absolute secrecy about business records which are being kept in your office is essential, unless you are sure that your employer would like people to know he possesses such information.

Financial statements

Many companies issue financial statements at the end of definite periods. These statements may flood your mail at the end of each quarter of the year. They are seldom thrown away but usually are put in a credit file to replace those of the previous quarter, although sometimes, for purposes of comparison, all statements are retained over a period of years. Follow whichever custom your employer desires. If a tabulated résumé is being made of the data on them, see that all captions cover the same items from year to year. For instance, if "Interest and Dividends," carried for several years as one heading, should be suddenly changed to two headings, "Interest" and "Dividends," you may have to add the two items in making an entry on your tabulation; do not enter interest figures and omit those on dividends.

Credit ratings

Most selling businesses keep a credit record of customers. Those organizations which are large enough have this record in one department, but a small business house usually selects some officer to handle this work. Because of the confidential nature of credit reports, they are usually placed in the custody of a secretary (a keeper of secrets) who possesses discretion. Typing of this information is seldom entrusted to a stenographic force.

Show these records to no one except those designated to see them. The fact that Bill Huffy, a salesman, comes in all steamed up because a pet customer has been refused a credit extension is no reason for promptly taking out the confidential file and showing him that the Empire Dry Goods Company says that man is a crook. A customer may use your salesman as a witness in a libel suit against the company which was good enough to let you know its unfortunate experience in dealing with him. Likewise, when you give out uncomplimentary information, watch that your employer does not make dangerous allegations. Clever wording of a letter will convey a warning message without committing your firm to any liability of having to defend flat statements.

Dun and Bradstreet's credit rating books are used extensively in general business. Credit rating agencies, working in different trades, also have compiled ratings or will make a special checking for you. These companies (listed under "Credit Rating Agencies" in the classified telephone directory) usually have typewritten reports of their findings which they send out, with the provision that they are to be returned within a certain time. Copies of these reports may be made, or data may be taken from them. Always note on this record the date investigation was made, because the financial status of a firm may change rapidly. Your record should show clearly the source of each item of information.

Cards which are to be available for general use should not contain confidential information. Usually such credit cards have only the firm's name and address, together with the names of its officers, and an A, B, C rating indicating the limit of credit to be extended. Colored cards may be used for classification in a box of customers' cards: white for A customers, on whom no limit is placed; blue for B customers, with a \$500 limit; yellow for C customers, with a \$100 limit; and red for those to whom no credit is to be extended. Colored clips are sometimes used to indicate accounts which are temporarily overdue.

Credit service of banks

Credit departments of banks will secure for you any information you may desire on an individual or a firm. A charge is generally made for this service. Although a bank will not tell you John Jones carries \$500 in his account, it will often give you some idea of his rating in a statement such as this: "For the past three years Mr. Jones has carried a checking account with us, averaging a moderate three-figure balance. We have reason to know we are not his only bank of account. Our opinion of Mr. Jones's financial responsibility would lead us to give him a high rating. At the time of our last checking, his other banks concurred in this opinion. We should not hesitate to do business with him in moderate amounts."

If a bank or a firm refuses to write a letter about a firm with which it has had dealings, very likely it has a cause for silence. As a rule, extremely derogatory information will not be written out, because banks never wish to become involved in a libel suit. They accept the lawyer's advice to his rather romantic young client: "Telephone; it's cheap at any price." However, they will sometimes give such information verbally. In such instances it will be necessary for you to take reports in shorthand over the telephone or to go personally to talk with the investigator.

Credit departments of banks have done much toward showing business how to put its transactions on a sound financial basis. Adequate praise can never be given for the masterly way in which they handle these problems, always with an aim to help rather than to restrict business. Even when they feel in duty bound to be a balance wheel to the person who is plunging too deeply, their criticism is couched in terms that hold no rancor. Your firm will probably give its bank detailed information in order to receive advice from and be correctly rated by them. Banks are not hasty in their judgments, but if they have ample reason to be suspicious of the credit of a company they are investigating, they notify the Better Business Bureaus. Much progress made in cleaning up

business has been due to organized efforts of our large banking institutions. Many firms consult their banks instead of reporting direct to police or better business bureaus the existence of questionable business enterprises.

An office budget

In all businesses which are not run by the proprietor himself, expenditures will likely be under some form of budgetary control. This is especially true of government offices, but even a sole proprietor of a small business may have a most accurate budget system. At the beginning of the year, certain amounts are indicated for each type of expenditure, and an approximate estimate may be made of amounts which may reasonably be expected as receipts from each source of revenue. Items are arranged under headings of "Income" and "Expenses" and may be subdivided according to departments, branch offices, or other divisions. These records are often kept on fillers, which are put in a book binder or on loose cards, which are then filed.

You will probably be required to do nothing more with a budget than to set it up in typewritten form. Main headings and limits will be decided by officers and a board of directors. The same headings generally run along from year to year with little change. In preparing a budget for presentation to the board, each officer and head of a department is requested to make out a tentative outline of his needs and prospects. From the budget upon which you are working for the present year, enter amounts allotted and amounts actually spent during each of the past few years. In another column write the figures proposed for the ensuing year. A blank column should follow this one so revised figures may be inserted when allowances have been pared down or increased. Explanations of unusual expenditures should either be inserted with the entries or listed at the bottom of the page in footnotes. Use letters for indicating footnotes in figure work, because a typewritten footnote number may lead to confusion with other numbers. A good book on budgetary control will

help you to understand the work of allocating these amounts; it will also make compilation and typing of budgets mean more to you than a mere tapping of figure keys on a typewriter.

When an approved budget has been returned to your department, it will be necessary for you to set up a budget for the new year. On this, receipts and disbursements will be entered under appropriate headings from time to time. Budgets are the bane of the life of some employers. You will be able to do much to help ease their burden if you understand how to allocate costs. Although you relieve your employer of the details of recording expenses, be sure, nevertheless, that he is informed when any part of an allotment is in danger of being overstepped. Care must be exercised in watching proportions, as well as in seeing that entries are made. In times of expanding business, "balancing the budget" may need little thought, but you may see ways of cutting expenses when your business is not prospering.

Household and personal budgets

Some employers require their secretaries to keep personal budgets and household budgets for them. Excellent forms have been made up by banks and trust companies, household and personal finance corporations, and other loan and thrift companies, as well as by leading women's magazines. If you are called upon to install a budget of this type, get a sample commercial budget to use in deciding upon headings, and also as a guide in allocation. You will find it worth while to keep one for your own personal accounts. Because income tax requires so many definite data, businessmen, more and more frequently, require secretaries to keep records of personal expenses.

Brokerage accounts

A private businessman often keeps a detailed record of his activities in the stock market and requires that his secretary be familiar with investment terms. Large organizations have specialists who are in charge of investments of their companies.

Most small businesses have a certain margin of their working capital in securities against which they can procure a collateral loan for temporary use. In such a company some officer will be in charge of investing from time to time for the account of the organization. The secretary to one of these officers must aid in keeping clear records, because her employer will have to devote the major portion of his time to other work.

Card index of securities

A card index is especially valuable in keeping a record of security transactions. Each security is entered on a separate card, and information is recorded on the card from time to time. The card shown below illustrates the type of record used for this work.

	JAN	FEB	MAR	APR	MAY	JUNE	JUL	AUG	SEPT	OCT	NOV	DEC
WOOLWORTH CO., F. W. - 100 shares Ctf. No. Wt80988 Bot. Aug. 8, 1930 of Orvis Bros. @ $57\frac{1}{8}$ - 5767.50 Sold Oct. 24, 1930 to Orvis Bros. @ $64\frac{1}{2}$ - 6432.10 NET PROFIT <u>664.60</u> Dividends: March, June, Sept. and Dec. 1.												
Date	Amt.	Date	Amt.	Date	Amt.	Date	Amt.	Date	Amt.	Date	Amt.	
9-1-30	60.-											

The name of the security is listed on the card. The top of the card should be divided into twelve sections bearing the names of the months. Different colored cards may be used for dividend- and interest-bearing securities; colored clips may indicate the month on which various cards are to come up for attention. A movable clip placed on the coming dividend date makes it possible to go through a large file quickly. Cost of a security and

date acquired are copied on the card from the broker's statement. Notations of payments are always made at the time they are received.

Because dividends come from companies without notification, your only duty upon receiving them will be to check receipts to see if any dividend payments have been misdirected or lost in the mail. Coupons, which represent interest on bonds, must be clipped and either deposited in your bank or forwarded to the issuing company for collection. When a security is sold, *date of selling* and *price received* are entered on the card, which is transferred to another file for use in making out income tax statements.

Stocks and bonds

Stocks are certificates of ownership in some enterprise. Each share represents a proportional part of the assets which you would receive in case of liquidation. Usually a portion of profits for the year is set aside to be paid out to the owners (stockholders) in a form of dividends. These payments are generally remitted quarterly or yearly. Preferred stock may be given preference as to dividends or as to assets, or both. This means that preferred stock, if preferred as to dividends, will be paid its dividend (say, six per cent) before common stockholders receive anything, and if the stock is preferred as to assets, its holders will be paid in full for their investment, in case the company is liquidated, before common stockholders receive anything. If a company is sound, common stock is generally best, for it stands a chance of yielding a large return; but if a company is weak, preferred stock is more likely to receive a return.

Bonds differ from stocks in that they are loans made to a company without any right of ownership. Interest is paid on a bond just as on any other loan, though this interest is sometimes in the form of coupons which are clipped from a bond and cashed when due. Notes and certificates are really short-term bonds. (A note is usually evidence of a debt to be paid in from one to five years, and a certificate usually runs only for a period of

months.) They also bear interest, as any other bonds do. Trade acceptances, bankers' acceptances, and United States Treasury bills are short-term securities which are bought on a discount basis.

Products such as wheat, cotton, and other produce are bought and sold in commodity markets. These purchases are really contracts for future delivery of produce, but a buyer seldom expects to have the commodity delivered to him. Papers evidencing ownership represent an investment that is much the same as a stock or bond. You should enter all produce dealings in an investment record.

Placing security orders

Orders for purchase and sale of securities are ordinarily placed with a broker direct or handled through the investment department of a bank. These orders are generally filed as *market*, *stop loss*, or *open orders*. A *market* order is one which empowers a broker to sell or purchase a security at once or, if the market is already closed, at opening of business the following day. These day orders expire if not executed the day they are given. Little care is needed on the part of a secretary, except to see that the proper card is made out when an order is executed.

An *open* or *GTC* (good till canceled) order makes the broker responsible for its execution not only on the day it is given, but also on all future market days until it is executed or countermanded. This means that you will have to keep a record of all such pending orders. Open orders are usually placed at a certain price. Suppose, for example, that your employer wants his broker to buy three hundred shares of U. S. Steel at 90. Steel is selling at 100 when the order is placed, but the order will not be executed until some day when Steel drops to 90. If your employer believes Steel will reach 87, he will probably have you call his broker to cancel the first order and file another order at 87. When notice of the purchase reaches your office, your employer may decide to put in a *GTC* sale order requesting the broker to sell his three

hundred shares of Steel as soon as the market reaches 110. This order may be on file several months before you hear anything further about it, but some day you may receive a notice that the stock has been sold at 110. Summaries of these orders should be brought to your employer's attention for periodical review.

A *stop loss* order is placed as a safeguard against tremendous loss in stocks. If Steel were bought at 87, your employer might have you place a stop loss order requesting that the three hundred shares be automatically sold if the market reaches 84. These orders are a protection, benefits of which many people who do occasional investing never seem to realize. An ordinary businessman is so busy that he does not have time to watch the ticker tape all day or even to make a thorough study of market conditions. A *stop loss* order will enable him to get out of a security before it goes so low as to cause him considerable loss. Many people have wondered why all investors did not use this type of order before the great stock crash in 1929. To a large extent, many did. In a falling market, however, these stop loss orders are uncovered so fast that every time the stock is depressed a point, more stock is thrown on the market. A flood of sale orders tends only to depress prices still further, until it is often impossible to sell all stock at the specified price, or even at any price, in a completely demoralized market. A secretary must watch the market to take care of such orders.

Bull and bear markets

A market in which prices are going up is called a *bull market*, and one in which prices are going down is termed a *bear market*. A person who believes stocks are going up is called a *bull*; the person who believes stocks are going down is called a *bear*. Securities may be *sold short*, that is, before they are bought. In times of a falling market, stocks are sometimes sold by *bears* while prices are high, and are later bought for delivery. A broker borrows the stock to make delivery, and the *bear* tries to buy at a lower price later in order to pay back stock his broker has

borrowed for him. When price does not go down as expected, the *bear* rushes to *cover*; that is, he buys stock before it goes so high that he suffers a loss. A number of these *short sales*, which have to be covered, tend to raise the price of stock. For instance, your employer, being a *bear* on a particular stock, sells one hundred shares of it short at 98. His broker borrows the one hundred shares from someone who holds them and makes delivery of the stock for your employer. You will have to set up a record of the sale and watch carefully for the purchase. A few days later when the stock goes down to 94, your employer buys one hundred shares and gives it to his broker, who then pays back the borrowed stock. However, if the stock suddenly goes up to 100, your employer may be compelled to buy the stock at the higher price, thereby sustaining a loss of two points for his wrong guess on the future trend of the market.

A *corner on the market* means that a stock is bought up by interests which hold it for a higher price. In a bear market this is often done because stock is being unduly depressed. Sponsors of a concern buy up all available stock at receding prices. When they have bought up enough stock to control the market, they hold it until the *shorts* have to bid high to get what they need to cover their short sales.

Records of special security orders, such as short sales, GTC orders, and stop loss orders, should be kept in the front of your card file so they can be carefully watched. Profits and losses on such selling should be entered on the card as shown in the illustration on page 249. If securities are kept in more than one place, indicate their location with such notes as: "at broker's," "in safety deposit box," "in Carpenter loan," or "in office safe." Of course location entries should be made in pencil so they may be changed when securities are moved.

Trading on margin

A person who has an account at a broker's need not always have sufficient money to pay for all securities that he buys.

For instance, suppose your employer has a little over three thousand dollars at his broker's. He hears that developments in U. S. Steel are very likely to send the stock up ten points within the next month, and so he decides to buy at 100. He could buy thirty shares if he used only the money he has in the account. However, if his broker required him to provide but twenty per cent margin, or one-fifth of the purchase price, he could buy one hundred fifty shares, or \$15,000 worth of the stock, with that \$3,000. He instructs his broker to buy one hundred fifty shares, giving the broker the stock against which to borrow the remaining \$12,000. Because of the large number of accounts which he handles, a broker can usually borrow at better rates than can an individual. He charges your employer a rate slightly in advance of that at which he can borrow these huge sums. Your employer's account will be charged with this interest.

If stock can be sold at the hoped-for price of 110, your employer's GTC order will be executed. This sale will net \$16,500 minus commissions, taxes, and the principal and interest on the borrowed \$12,000 for the time it was held. This price will leave a little over four thousand dollars in the account, from which only three thousand dollars had been taken the previous month. If your employer had not traded on margin, his profit on the thirty shares he could have bought would have been only about \$250, the cost of stock being greater when bought in blocks of less than one hundred shares.

Trading on margin does not mean that your employer is financially embarrassed; indeed, quite the contrary is usually true. Paying investments are hard to find, so a wise man will hesitate to call a mortgage to use the money for speculative purposes; at the end of a short time, when the stock is sold, he would probably be compelled to accept less desirable places in which to reinvest money formerly placed in a good mortgage. If he takes money from a savings bank for only one month, he may lose two per cent interest for three months, which is the

equivalent of six per cent for one month. His broker, on the other hand, may charge only five per cent on a loan for one month. When stock that has been held on margin is sold, savings will be untouched; the only money to be placed in a new investment is profit made from a sale.

However, stocks do not always go up; and if they go down, loss is proportionately greater in trading on margin. Suppose Steel which was bought at 100 goes down to 90. One hundred fifty shares will be worth only \$13,500. The broker has put up \$12,000 and must be paid interest and commission for the trade; thus your employer's *equity* in the stock is less than \$1,500, though he paid in \$3,000 originally. Even the broker's loan would be endangered if the stock went much lower. Therefore, your employer receives a *margin call*, which is a demand to deposit with his broker either money or securities with which to protect his account. If this were not done, the account would be sold out before it had a chance to come back to its original price. You should realize the urgent importance of a margin call. Many a secretary, in taking care of her employer's mail during the 1929 stock market crash, did not understand that these notices were exceedingly important and consequently made no attempt to bring them immediately to her employer's attention. Because a response was not received within a specified time, the account was sold out. It was hard for her to realize that anyone could distrust her employer's credit; hence her employer returned to find that he had no stock.

Broker's statements

A confirmation of each transaction will be sent to your employer on the day a purchase or sale is executed. Confirmations should be recorded and filed. At the end of a month, the broker will send you a statement showing exactly how the account stands. It will include all purchases and sales, all dividends, coupons, and interest collected, and all commissions, taxes, and interest

charged to the account, as well as deposits and withdrawals of cash and securities. Monthly statements should always be checked and filed.

Every brokerage firm is subject to examination in order to ascertain whether its affairs are free from fraud. Accountants who make an audit of the brokerage firm with which your employer is doing business will send you a statement of his account as shown on the books of the broker. You will be expected to check this statement with your records as of the day on which the audit was made, *not of the day you receive the statement*. Since purchases are paid for on delivery of the stock the day following execution of an order, do not confuse *date of purchase* with *date of payment*. A careful reporting of discrepancies sometimes involves a brokerage firm in legal proceedings. Checking is one of the ways by which undesirable houses are kept from operating in financial districts and it serves also as a protection to honest brokerage firms, for it occasionally reveals to them the work of a dishonest employee. As soon as you have carefully checked over an entire confirmation, give it to your employer for signature and then mail it at once to the accountants.

Income tax records

Few secretaries are entrusted with the task of making out income tax returns for businessmen or their firms; indeed, few businessmen trust even themselves to do this. However, a secretary can help in keeping records which will aid an expert who prepares the tax returns. Most people do not deduct enough for their exemptions because they have no complete record of them. A busy man cannot be expected to keep an account of every cent he spends. Nevertheless, many businessmen could afford to add several hundred dollars to the wages of a secretary who effects savings through properly setting up records of deductible items.

Tax-exempt items

Some items exempted from income tax are: gifts; bequests; compensation or damages for injuries or sickness; stock dividends and rights (before sale); proceeds of life insurance policies paid on death of the insured; interest on obligations of states and cities. Such items should be recorded separately from other income and a full explanation of them made.

Allowable deductions

Among items of expense which are or may be deductible from income taxes are: attorney's and accountant's fees incurred in business (and, in some cases, for non-business purposes); advertising; automobile expenses that are incurred in the business; salaries for other than personal servants; charitable donations and medical expenses, within limits; dues to commercial, industrial, or professional organizations, or labor unions; entertainment expenses incurred for the promotion of business; fees to secure employment; insurance premiums paid for group, business property, fire, hail, or liability policies; workmen's compensation; fidelity or indemnity bonds; subscriptions to current business or professional publications; travel expenses incurred from business trips; interest on indebtedness; taxes such as those paid by a purchaser of gasoline, or as sales tax, real estate taxes, and tax on transfer of stock. Records of these payments will be a valuable means of computing total deductions.

Setting up income and expense records

The foregoing list indicates some items which should be kept in this record. You may purchase books on income tax laws which will better enable you to keep a sufficient record of income and expense items.

The following headings might be helpful in making up a book or a card index file for tax purposes:

INCOME

Interest:

Bank balances
Notes receivable
Mortgages
Loans

Dividends, Coupons, Security Sales:

(Stocks and bonds may be divided under the different issues. The securities records mentioned on page 249 will provide a source for obtaining these data.)

Rents, Property Sales:

(Properties or tenants may form a basis for the setting up of rents. Extensive holdings of property are generally set up on a card index like the securities record. Taxes, insurance, and rent can be taken from this file record.)

Salaries, Bonuses, Bequests, Gifts, Royalties, Insurance, Premiums, etc.:

(Give special attention to classifying these sources of income according to taxability.)

Miscellaneous income:

(Small and unexpected items may be listed here.)

EXPENSES

Rent

Insurance

Taxes

Dues

Salaries

Furniture and fixtures

Medical services

Legal services

Gifts, donations, contributions, etc.

(Each item of expense will have a number of headings which should be arranged in groups according to deductibility. Personal and household expenses may be taken from those budgets.)

Get an income treatise, so that you will know what items may be grouped together in your final report. For instance, it is important for you to realize that on some securities tax is collected at source, that others are tax-exempt, while still others are liable for normal and surtax. Obviously, it would be useless for you to make a total of income received from securities during a year. A tax expert, however, will need full information about your employer's securities in order to make out a correct report. If you have pictured clearly all items of expense and income with a view of helping in writing up this tax return, there will be little possibility of error. Keep your record with a copy of the tax return as it was filed, so questions can be easily checked in case of investigation.

Tact in securing tax data

Your employer will probably ask you to leave blank certain items, such as salary, which he will fill in himself. Do not ask questions or otherwise embarrass a man by forcing him to refuse to give you confidential figures. A radio comedian describes his girl as "too dumb to be suspicious." This description might apply to a number of secretaries, for some of them do not seem to sense when men prefer to keep certain information from them. Because they appear curious, an employer thinks they want to get the data for some ulterior motive. Be willing to do what is requested, but keep your mind alert enough to realize immediately whether or not information is being given willingly. Even businessmen should have the privilege of having a few secrets which they do not need to share with their secretaries. However, if you are trustworthy, your employer will entrust you with an amazing amount of confidential information.

Cumulative deductions

You can best aid in saving your employer money by keeping an accurate record of small disbursements. A yearly record of subscriptions, dues, and gasoline purchases will be most valuable.

taxable income may be charged as much as 85.5 per cent on the upper brackets of his income. By keeping an accurate record of disbursements, you may save him as much as eighty-five dollars and fifty cents on every one hundred dollars of income. For example, if your employer reaches into his pocket a couple of times on Sunday and gives a dollar each time to some church organization without keeping a record, he will be paying over a hundred dollars a year which he might deduct from his income as contributions.

Bills rendered by theater agencies, stores, gasoline agents, social clubs, and brokers are a source from which deductions from income can be set up. Donations should be paid by check so that a record of them is available. Business organization dues and business paper subscriptions can also easily be obtained from the check book. Losses sustained through theft are deductible. One businesswoman had a couple of thousand dollars' worth of clothing stolen from her apartment. Copies of records of stolen articles as given to police were saved for tax deduction purposes. If such loss is covered by insurance, only the difference between actual loss and amount of insurance collected can be deducted. Contributions to charitable, educational, and religious organizations may be deducted up to fifteen per cent of adjusted gross income.

Because the same items are not always taxed by both Federal and state governments, each year you will have to study the laws in your state and recent changes in Federal tax laws.

Withholding tax exemptions

Your employer may expect you to file his withholding exemption certificate. Be sure you understand all exemptions to which, by his status, he is entitled, and do not fail to file a supplementary declaration if at any time that status changes.

Records of assets and liabilities

Nearly every firm keeps a record of its assets and liabilities so that new management can begin with little trouble. Sometimes this record is published for the purpose of determining the worth

of an organization. Notices of acquisitions of property or discontinuance and destruction of equipment should be reported to the officer who is keeping such a record. Record of smaller items, such as furniture, are requested of the private office from time to time. These form an especially important record in determining fire losses and in making insurance and tax appraisals. You will usually find the setup of such an inventory easy to follow.

Employer's personal property

Generally a businessman has such varied interests that it would be quite impossible to settle his estate if some record were not kept of his assets and liabilities. A loose-leaf book is a most desirable form for a record of this kind. When a new property or a new stock is bought, a leaf may be made out showing cost, location of deeds to properties, safekeeping location of stock or bonds, and any other information which might be of value to executors or to an employer himself. When the property is sold, the leaf may be removed and filed for income tax purposes. Many income and estate data may be combined under one common heading. The following is a typical list of headings for estate data:

ASSETS	LIABILITIES
Real estate	Loans
Partnerships and business interests	Mortgages
Securities	Notes payable
Loans	Accounts payable
Mortgages	Charge accounts
Accounts receivable	Guarantees
Notes receivable	Miscellaneous liabilities
Bank accounts	
Personal property	
Club memberships	
Miscellaneous assets	

Trust companies will furnish you with skeleton outlines from which you can make up such a list if your employer has not kept one before. If you have sufficient discretion for your employer to trust you with his personal affairs—and you are not worthy of being a secretary unless you can be so trusted—you will be of inestimable help to him in keeping this perpetual inventory.

A periodic inventory of these assets and liabilities should be taken off and a copy filed in a safe-deposit box together with the will, which provides for the ultimate disposition of the estate. You may or may not know the contents of the will, but you will have your records in readable form so that others' work will be made easy. Sometimes much of an estate is lost because only the man who left it knew of an asset. The shock, which many of us experienced as children, when we were dragged upstairs to be shown the clothes in which an old woman was going to be buried and the horrid brooch which was to be ours when that much contemplated end of her life came is still vivid in our memories. We are old enough now to laugh at the man who buys a coffin and a harp before his death, but we do not realize that being totally unprepared is equally eccentric. Some heirs are put to considerable inconvenience and hardship when they have to wait for an entangled estate to be settled up enough for them to get some portion of their legacy. Careful men try to save their earnings for those left behind. This saving is best effected by having things in such order that inheritance taxes and executor's fees are reduced to a minimum.

Assisting executors

One of the key people in settling a businessman's estate is his private secretary. Should your employer die while you are still in his service, it will be your duty to protect the estate until his executors take charge. Then you will be called upon to lend much assistance. You are estopped from using bank accounts and power of attorney, and from fulfilling numerous other little duties which you have been in the habit of exercising without your

employer's help. The safekeeping box at the bank will not be opened until executors are duly declared in charge. Be sure that anyone who comes into the office to go through papers has a legal right to do so. Keep a strict account of what they do if you have no way of stopping them. Relatives, often through ignorance or willful disregard of the law, make most unjust demands upon a secretary. If you know the trust company which has been made a coexecutor of the estate, it is well to seek its advice in cases where there is reason to think things are not being handled correctly. Be equally honorable in your own dealings with the property of the deceased; if you do not allow others to go through papers in your late employer's desk, you should refrain from doing so yourself.

Trust companies are so accustomed to settling estates that when they are made executors or trustees, they get to work immediately in order to put the business on a running basis without unnecessary delay. Their lawyers and employees are able to instruct you as to just what you can or cannot do. An inexperienced executor may be much harder to work with, not because he is less willing or honest, but because he lacks experience. Your coöperation, however, will be invaluable.

BOOKS THAT WILL HELP IN KEEPING FINANCIAL RECORDS

Charts and Graphs, Karl G. Karsten, Prentice-Hall, Inc., New York.

Statistics, Lovitt and Holtzclaw, Prentice-Hall, Inc., New York.

Manual of Charting, Prentice-Hall, Inc., New York.

Analysis of Financial Statements, Harry G. Guthmann, Prentice-Hall, Inc., New York.

Credits and Collections, Ettinger & Golieb, Prentice-Hall, Inc., New York.

Credit Bureau Management, J. R. Truesdale, Prentice-Hall, Inc., New York.

The Principles of Bond Investment, Chamberlain & Edwards, Henry Holt & Co., New York.

Investments (Fourth Revised Edition), David F. Jordan, Prentice-Hall, Inc., New York.

Investment Principles and Practices (Third Edition), R. E. Badger and H. G. Guthmann, Prentice-Hall, Inc., New York.

Investment Banking, Willis & Bogen, Harper & Bros., New York.

Tax Diary and Manual, Prentice-Hall, Inc., New York.

Inheritance and Other Like Taxes, Albert Handy, Prentice-Hall Inc., New York.

CHAPTER TWELVE

Insurance and Legal Problems

Knowledge is more than equivalent to force.—*Samuel Johnson.*

A wrong-doer is often a man that has left something undone, not always he that has done something.—*Marcus Aurelius.*

Files that must be kept current

Various types of insurance and legal papers should not be cared for in a regular annual file. Some of the documents are so important that they must be stored in a safe; others are so confidential that no one should leave them in a file which is likely to be opened at almost any hour of the day. Much material that deals with insurance and legal matters does not expire with a calendar year; hence the purposes for which this material is saved are best served if a subject file is kept current until the policy has expired or the legal case has been settled.

Wide variety of insurance in business

A study of the many kinds of insurance available is invaluable to a secretary who goes into any business office. A young girl who takes her first stenographic position has probably heard of life insurance and perhaps of accident insurance and annuities; however, she probably has very little idea of the number of types of policies with which she may have to deal in the course of her correspondence and office filing. Sometimes the volume of this work is completely overwhelming, unless one has given previous thought to the matter.

Automobile insurance

Your company may have salesmen who travel on business for the company, or it may be engaged in the transportation of its product and employ a fleet of trucks. In your files you will find liability insurance on the cars which are run by employees of the company, even if the cars themselves are owned by the employees who run them. In case of an accident a company may be held jointly liable for life or property damage caused by employees who are engaged in its business. If cars or trucks are owned by the company, fire and theft insurance may also be necessary. The number of types of insurance that may be carried to cover one car are frequently a revelation to a beginner.

Theft insurance

Any company which carries a considerable stock of merchandise, particularly merchandise which is portable and of great value, such as furs or jewelry, must carry some type of burglary insurance. Messenger insurance is also a type of robbery insurance which covers safe delivery of anything sent out by a company's messengers. A firm which deals in stocks and bonds or other valuable papers may be forced to take out forgery and check-alteration insurance.

In case of losses from dishonesty or hold-ups of any kind a tremendous amount of correspondence is usually necessary before payments are effected. Many times you will be requested to take confidential hearings, especially if the matter is not reported to police but is handled quietly by representatives of your own company and the insurance or bonding company. Do everything possible to keep those proceedings strictly private, not only because it is unkind to suspect an individual, but because information which leaks out from such conferences sometimes makes it impossible to apprehend the real culprit.

Property damage insurance

Fire insurance is a well-known type of protection against property damage or destruction, and practically no business is run without having its property adequately covered in this respect. However, a company which has large stocks of goods usually carries water-damage insurance, sprinkler insurance, or some other type of coverage which will enable the company to recover if its stock of goods is not actually burned but is ruined or decreased in value by smoke or water.

Buildings with large show windows are usually protected by plate-glass insurance. In recent years, the number of labor disputes has made it necessary for business to carry riot, strike and civil commotion insurance, not only because of damage done to picketed properties but also to adjoining properties.

In sections where storms are common, buildings are frequently insured against windstorms, cyclones, and tornadoes. •Use and occupancy insurance is necessary if there is any possibility that business may be seriously handicapped in buildings which cannot be used because of some defect in the building. Occasionally a boiler may break or a flood may make it impossible to get material into a building.

Health insurance

Many companies have carried health insurance on employees for a number of years, but only recently has a general hospitalization drive made it necessary that a secretary, especially in a small office, be responsible for contributions to such a fund. Various kinds of disability insurance are carried both by employees themselves and by the firms which are dependent upon skilled employees for the turning out of their product. Independent contractors nearly always cover themselves with such insurance because their income stops if they are incapacitated. For example, violinists have their fingers insured for huge sums, and singers have their throats insured.

Retirement insurance

Individuals use annuities and endowment policies as a means of saving. These policies are paid at the end of a period of years or at the time when a person reaches a stated age, say sixty years. Similarly, many large companies carry blanket insurance on their employees with which to retire them after a specified age. Usually these policies are the responsibility of the firm itself, but if an employee leaves the concern before his retirement date, he may be privileged to continue the policy on his own initiative. Occasionally you will have to carry on considerable correspondence in effecting such transfers or, if you are in any way connected with a payroll department, you may have to notify an insurance company of employment or termination of employment of individuals who may be included in these policies.

Life insurance

Companies which are dependent for their existence or for their proper functioning upon the skill or business acumen of a certain individual may carry insurance on that person's life. The principal of such policies is often paid to the firm as partial compensation for its loss suffered through the individual's death.

Some companies also carry life insurance on employees and officers, the principal being paid to the family or other beneficiaries of the deceased. Group insurance insures an entire group under one policy at a lower rate than the sum of the premiums which would be charged for separate insurance on the same number of lives. Group policies may include life insurance, accident and health insurance, retirement annuities, and pensions.

Three plans under which group insurance may be written are in common use. The noncontributory plan is one in which the employer pays all the premiums and employees are automatically insured at the conclusion of their probationary period. The contributory plan is one by which premiums are paid jointly by employer and employee. The composite plan is a combination

of the contributory and noncontributory plans. Under the latter plan all employees are taken care of to a limited amount, and employees who are interested may, of their own volition, increase the amount of their coverage. A group-insurance policy is entirely under the control of an employer.

Business insurance

A business may be protected by insurance much as is the life of an individual. Sole proprietorships, partnerships (general and limited), and closed corporations are especially interested in this type of policy. We have previously spoken of the protection that a business may get from a life or health insurance policy on some tremendously important individual. In addition credit insurance may be taken out to protect a business from unusual credit losses, a plan which incidentally offers valuable service in credit investigations and collection of accounts. Firms may also be covered by accounts-receivable insurance to protect them against losses of books of account by fire (regular fire-insurance policies specifically do not include losses from destruction of accounts or papers signifying indebtedness).

Other types of insurance, the names of which are self-explanatory, are deferred-payment merchandise insurance, merchandise on approval insurance, and salesmen's samples insurance.

Transportation insurance

Banks, trust companies, investment houses, and firms from which securities, currency, and other valuables are sent by registered mail may be protected from most risks (excluding the dangers of war and theft) by registered-mail insurance. Firms which make frequent shipment by railway or airway express are similarly served by express shipments insurance. Retailers, jobbers, and manufacturers find that private parcel-post insurance is cheaper, less detailed, and more convenient than government parcel-post insurance. Transportation insurance may be purchased by shippers and carriers of almost all lawful goods. In-

stalation transit insurance covers valuable apparatus and equipment which may be damaged or destroyed in the process of transportation. Marine insurance is carried on shipments by water and may also include war-risk clauses.

Fidelity bonds

Very few secretaries go into an office where valuables are kept or where they are responsible for any considerable amount of petty cash, but they are required to be covered by bond. Embezzlement of valuables or of money by employees unfortunately does occur in the business world and a secretary should welcome an opportunity to have her employer insured against danger of loss. Any person who handles money, stamps, or other valuables must take precautions to see that no breath of suspicion falls on her good name. Once the right to a bond is forfeited because of dishonesty or suspicion in one position, she may find it almost impossible to get a position with another firm, especially if her work combines stenography and bookkeeping.

By all means, keep your personal finances and those of the firm strictly separated. When short of lunch money before payday, you may be tempted to take a dollar from the petty cash box, intending to return it as soon as your check is cashed. However, this is a dangerous practice because accountants have a discomfiting way of appearing to audit books at most inopportune times. A missing dollar, especially if no slip is found showing where it went, is a reasonably sure way of destroying your employer's confidence in your honesty.

Workmen's compensation insurance

Workmen's compensation insurance is carried by employers to cover compensation of employees injured while engaged in their service. In many states this insurance is required for persons employed in almost any phase of industrial work, even those hired

temporarily by contract to complete a given piece of work, such as the repairing of a sidewalk in front of a building.

This form of insurance was instituted for the protection of both employee and employer, and your duty as secretary will be to see that reports go out promptly and in correct form. An injured employee must give written notice of accident to the employer, who notifies his insurance agent or the insurance company. Be sure to have in your file a supply of blanks for making such reports. Occasionally you will have to persuade an employee to see a doctor; some persons dislike to admit that they are in pain. For example, a messenger boy might be passing a door which was suddenly opened with such force as to knock the boy off his feet. Boys like to make us think they are "tough," and even though the messenger may be seriously injured, he may very likely stagger off, saying, "Oh, it's nothing." In such cases you will be wise to ask your medical department to send for the boy or, if you have no medical service in the office, you may convey a message from your employer to the boy and make a close checkup to see that the young man really has consulted a doctor.

Usually all correspondence regarding a compensation case is turned over to the insurance company for handling. You should refer all correspondence on claims to someone in authority, rather than risk writing something that might involve the insurance company hired to protect your firm. However, that is no reason why any employer should not look after the interests of his employees when they are injured. Every company should take precautions to be fair with both the insurance company which carries its coverage and with its employees.

Need for accuracy in compensation reports

Reports to the insurance company, to the doctor, and to the state department of labor, if required, must be accurate in every respect. As nearly as possible, get the exact time of the accident

and statements as to the manner in which the injury was sustained. Make the required reports on time, and be sure they are mailed. For example, the secretary to a doctor was slow in making out a report of treatment. Second reports did not agree with the first one. When the court asked the injured employee to take a new blank to the doctor and bring it back the next time the case was called, the name typed in was "Beatrice" instead of "Bernice" and the date of disability was erased. These facts made the court wonder whether or not the injured employee had changed the date. The doctor himself was called to the hearing. Under oath he swore that the injured person could not have done "secretarial work"; she was really an editor and was so registered on the compensation report. Such inaccuracies rob an injured employee (who can probably little afford the loss when not working), and in this case the doctor was deprived by the court of his fee for appearing as a witness. No one can blame an insurance company for not paying more than is absolutely necessary, but an adjustor will not carry a case into a labor court if records clearly indicate what compensation is due, especially if a client company is watching out for the slightest deviation from fair handling of the policy for which it has paid premiums.

The Social Security Act

The Federal security program in the United States is divided into several parts, and is supported by payments deducted from payrolls or submitted by employers on the basis of payrolls. The matter of unemployment compensation is not wholly a Federal matter but is carried out by states whose administrations work with the Federal Security Administration. Federal old-age benefits are for workers who pass the age of sixty-five. Some of the tax money collected from payrolls and from employers is also used to pay benefits to dependent children and parents. Anyone who deals with payrolls must make a thorough study of the provisions of the Act. Know definitely that you are right be-

fore you give out advice, for the regulations are constantly changing.

Unemployment insurance

Persons whose employment with your organization is terminated should be instructed on the method of registering with the state placement and unemployment insurance office without delay, as a waiting period is necessary under any circumstances before payments begin. Be careful to see that your own payments for these employees have been made in full, and that you have recorded correctly the Social Security number of all employees hired. Serious delays are sometimes caused by improper recording of a number or a name. Be sure that reports from the state office are filled out and returned promptly, so that the eligibility of a former employee for benefits may be speedily established. Accurate records of unemployment will be available only when employers encourage their people to report to these departments of the government.

Old-age benefits

Since the beginning of 1940 payments for retirement have been made. You will want to take into consideration the advantages of being in an organization which is covered by Federal old-age insurance if you are expecting to have this type of security after sixty-five. For example, a charity organization or certain organizations which are supported by dues payments may not come under the requirements of this law. In making a change of employment, take these things into consideration, or you may find yourself deprived of benefits simply because you were careless in choosing a new position (always, of course, provided you have a choice of openings).

At retirement your employees should also be instructed if they may secure additional benefits for dependents. Federal insur-

ance is not charity; both employer and employee have in most cases been compelled to pay these taxes, and no one should be any more hesitant in collecting on these benefits than in collecting any other kind of insurance coverage. Changes such as those made possible by social security taxes are sometimes difficult for older people to understand; the attitude of your office that these new things are to be taken quite as a matter of course sometimes takes the sting out of being "shelved" after years of faithful service.

Premium payments

Remittance of premiums on insurance policies is usually scattered over a good many dates, but you will be held responsible for notifying your employer of these dates several days in advance. Whenever a new policy is put into your hands for filing, check to see on what dates premiums must be paid and make a memorandum of those dates. This may be done in a memorandum book or, better still, on cards. Payments should be sent early enough that they reach their destination and can be credited before the date due. Some people take advantage of the days of grace allowed, but if payments are not made before the period elapses, the policy may be forfeited; extra care must be taken if you are running on a period of grace.

Insurance files

All insurance policies should be kept in a vault or fireproof file. Such cabinets should be carefully guarded at all times and should be locked when you are not in the office.

Insurance folders covering individuals contain strictly confidential data regarding age, health, and personal history of the insured person. If this is kept in a general file, a secretary cannot be expected to guard the folder at all times. As a precaution this confidential material should be placed in a properly labeled envelope and sealed by some method which will make it impossible for any curious person to open and reseal the package. If your

employer does not insist that a seal be put on these containers, paste a piece of tape across the flap of each envelope as it is handed to you. Arrangement of insurance files is covered on pages 78 and 79 in this book.

Patent files

Closely allied to insurance files are those which contain the patents pertinent to the business of a company. Patent applications and copies of the patents themselves must be carefully guarded. As each patent is granted, it is given a number. If a fairly complete file of copies of patents is kept, numerical filing is generally used. However, in the ordinary business a subject file is much more practical.

Applications for patents

Companies which are engaged in engineering or manufacturing work usually have a research staff. Men are paid to work in these departments and the company nearly always holds the rights to the patents which are developed on its time and at its expense. However, these patents are usually held in the name of an individual and assigned to the company afterward. The legal department of a large company will probably tend to all details pertaining to the application and granting of a patent. However, if you are with a small company, you will have correspondence with a patent attorney and with the Commissioner of Patents in Washington, D. C.

A patent is granted for a period of seventeen years. In drawing up an application for a patent, you must set apart each point that you claim for your patent. These claims are numbered and each one of them passed on separately. If more than twenty claims are made, an extra dollar must be included for each claim you submit. The filing fee for twenty or fewer claims is thirty dollars.

Dictation on patents is always to be treated as a rough draft, and either double or triple spacing should be used to allow for

numerous corrections. By the time engineers and patent attorneys get through changing your copy and repunctuating their original ideas, you will probably not know whether your first copy was a frightful mess or not. However, the final copy must be a very careful piece of work. Punctuation is of prime importance and correct setup is a vital necessity. The term which may confuse you if you have never done patent work is *prior art*. The dictator who uses that term is not talking about a picture; he is referring to that body of data which has been assembled on patents. Before a person pays the thirty dollars for a patent he usually has a thorough search made of the records at the Patent Office in Washington. Copies of patents for similar items will be procured for a small sum—usually ten cents—for careful study, and, if he finds nothing in the “prior art” which would lead him to believe that the patent being applied for has little merit, the final application will be drawn up and submitted to Washington.

Value of a postmark

In applying for a patent one must be able to prove that the idea was first thought of by the applicant. Before an invention is perfected, notes are kept on the inventor's progress. These may be kept in a notebook in the engineer's pocket or on scraps of paper, but one might later find that the date of the origin of the idea would be hard to prove. Some inventors now dictate their progress, seal the information in an envelope addressed to themselves, and post it by registered mail. When this letter returns in the mails, it is not opened but is kept in a file. Later the postmark can be used as definite proof of the date of some part of a patent's development.

Trademarks

Coined names, emblems, signs, and groups of words written in a distinctive manner may also be registered with the Patent Office. A trademark is good for twenty years and may be re-

newed at the end of that period if it is in bona fide use. The cost of filing an application for a trademark is fifteen dollars.

Legal approval of form letters

Few firms could afford to have a legal staff take care of their routine correspondence; however, many cases of litigation could be avoided if the company lawyer went over form letters. By getting approval of an adopted form, many letters could be sent out with only minor changes. Insurance companies and large concerns have a surprisingly small number of strictly original letters.

Pitfalls to be avoided in correspondence

Secretaries are seldom aware of the hazards which must be avoided in letter writing. In politics and business so much is at stake that opponents or competitors are always looking for a flaw which they can turn to their own advantage. Definiteness in naming the subject about which a letter is written is very important. An inventor whose letter to his manufacturers read, "I shall be glad to give you control of the entire production," became involved in a lawsuit because the manufacturers used the letter to gain control of production under later patents. At the time he wrote the letter the man did not realize that he would be responsible for other inventions. Likewise, the politician who wrote, "I think it will be wise to use the money as suggested in our conversation yesterday," became involved in a fraud scandal. The men had talked about two different matters. On one they were in distinct disagreement, but the other was to be held in abeyance until the politician could get further data on it. When he got the needed data he wrote his approval of the matter discussed, but forgot to mention definitely the fund to which he was referring, and his opponents took advantage of his vagueness.

Sometimes a writer purposely avoids definiteness. A statement that "Our product is the best on the market" may expose you to the possibility of having to prove it in court. "Others

find our product the best on the market" could probably stand up under a test. "We think" and "we believe" are used to temper positive statements. Do not quote another person unless you know he would approve of your doing so. Men have lost their positions because writers have quoted casual remarks they have made. "Mr Grant says you are going to put in your copper order next month," is always a dangerous statement to make unless you know Mr. Grant is an employee who has been authorized to give out such confidential information. Credit letters never say anything detrimental to a subject's character, because of the danger of libel suits. Such letters are usually eloquent in what they leave unsaid; if nothing good is said about a firm, you may be fairly safe in reading between the lines that it is a questionable risk.

Legal forms

Forms such as contracts, deeds, mortgages, bills of sale, agreements, powers of attorney, proxies, and leases are nearly always drawn up by the lawyer hired by your firm. The printing of these forms may be left to you and, if you want to save yourself work, you will take great care to see that the printing is so set up that blanks can be filled in on the typewriter without use of the variable line spacer. Also see that enough space is left that the required data can be typed in spaces left blank. In making carbon copies of legal forms (and practically no form should ever be sent out without a copy being retained for your files) be careful to start the copy exactly even with the original. Use the flap of a No. 10 envelope or fold a piece of paper so that both sheets of forms start in your typewriter evenly.

Having papers notarized

The person who signs a legal paper should sign both the original and the carbon copy. If this is not done for some reason, you should write on the copy who did the signing. This point is one which can be easily overlooked by officers, and later some

controversy may arise as to who obligated the firm for some specified amount or for carrying through some certain work. Large contracts usually require the corporate seal. You will be wise to mark each person's initials lightly opposite the place he is to sign. If a person is required to sign in more than one place, a slip may be clipped to the printed form drawing attention to the places where signatures are to be written. An outside notary will be entitled to a fee for notarizing any paper. Signers usually have to appear before the notary public, and it is thoughtful for you to have the blanks fully labeled to avoid mistakes which might necessitate a reappearance before the notary.

The secretary as a notary public

Notary public fees are a source of income to the holders of such a commission, but secretaries are usually unwise to waste much of their own money in applying for a commission. When one thinks of the number of income-tax blanks and other papers which must be notarized, the idea of becoming a notary may seem like a profitable one. However, nearly all banks and large corporations have their own notaries who will do this work for customers, depositors, and employees free of charge, with the result that an individual seldom more than covers expenses.

Notwithstanding this bit of advice on the merits of personally applying for a commission, many secretaries do a quantity of notary work. You will apply to the Secretary of State at your state capitol for an application. You must be of voting age and a citizen of the state where you expect to use your privilege, and you must register as a notary in the other counties where you expect to use your seal. Full directions for procedure are usually sent with your application blank. If your firm has a legal department, usually all you need to do is forward your application to someone in that department and all of the details will be taken care of until you are notified to go and register in the places designated by your company. If you must do the work yourself, you will want to choose a seal and a stamp which can be carried in

your purse. Some notaries also have a rubber stamp made for the place and date, so that they will not have to stop and type this form of the affidavit while their signers wait. This stamp will be appended to any document as follows:

Subscribed and sworn to before me this

..... day of 19

Notary Public

Form of affidavit

An acknowledgment is the short certification that appears at the end of a legal paper, showing that the paper was duly executed and acknowledged. An affidavit differs from an acknowledgment in that the affidavit attests to the truth or authenticity of the statements made in the paper, or in the affidavit itself; and the affiant usually signs the affidavit.

SIMPLE FORM OF NOTARIZATION OF ABOVE DOCUMENTS

State of }
County of } ss.

On this day of , 19 .., before me personally appeared .., to me known to be the person described in and who executed the foregoing instrument, and acknowledged that executed the same as free act and deed.

(Notarial Seal)

(Signature of Notary)

.....

BERNICE C. TURNER

NOTARY PUBLIC

N. Y. Co. Clk's No. 185, Reg. No. 9T226
Bronx Co. Clk's No. 14, Reg. No. 53T39
Kings Co. Clk's No. 32, Reg. No. 9142
Queens Co. Clk's No. 1860, Reg. No. 7092
Commission Expires March 30, 1939

Points to watch in notarizing

Be sure that papers are not dated on legal holidays or on Sundays. Do not notarize papers for people of whose integrity you

are not reasonably certain; that is, if you notarize John Brown's signature, you must be reasonably sure he is John Brown. Do not notarize signatures that you do not know are genuine; you do not need to know the contents of the papers you sign, but you must know the signature. In other words, you are not responsible for the facts set forth in a man's income-tax report; all you do is act as an agent of the state to notarize that man's signature when he swears that they are correct.

If you change your place of residence, you must be careful to notify the proper authorities of any change of address. You do not use your business address for notary purposes.

Wills and other typed legal forms

Legal papers over which there is any danger of litigation must be typed without an error, and any change in the original copy must be witnessed. Your honesty as a secretary is of vital importance in typing such a document; if you have become so adept at erasing as to hide your errors completely, you may unwittingly cause much trouble in later years. Suppose a will is contested and they find that a figure has been neatly changed; the suspicion will fall on the person who stood the greatest chance of benefiting by the change. Or suppose you strike \$5,000 in a contract and later change it to \$8,000; the company for whom the work is done may only want to pay \$5,000—and, what is more, they might win out in a court.

Requirements of wage and hour law

The Federal Wage and Hour Law makes it illegal to pay an employee covered by it less than forty cents an hour and also requires that hours worked over forty a week be paid for at time and one-half the hourly rate. For salaried employees the hourly rate is obtained by dividing the weekly salary by the number of hours of work. If the employee is not paid by the week, his salary must be reduced to its weekly equivalent for purposes of determining the amount due. In some cases, adjustments may

be made to avoid overtime by use of the official "Time-Off" or "Prepayment" Plans. The law is quite complicated and, since the penalties for violation are severe, it should be studied carefully.

A salary of thirty dollars a week or more may exempt an employee from the provision of the Wage and Hour Law, if that employee does work of an executive nature, or if he receives two hundred dollars or more a month and works in an administrative or professional capacity. In any case, the employee is not covered by the Law if his duties are not connected with interstate commerce. If you make reports to the Department of Labor on payrolls, you must be exceedingly careful to see that all reports are correct and that overtime payments are made.

BOOKS ON INSURANCE AND LAW

Business Executive's Handbook (Revised), edited by Stanley M. Brown, Prentice-Hall, Inc., New York.

Law Office Secretary's Manual, John J. Antus, Prentice-Hall, Inc., New York.

Handbook of Insurance, Clyde J. Crobaugh, Prentice-Hall, Inc., New York.

Looseleaf Service of Prentice-Hall, Inc.:

Labor Service.

Payroll Service.

Social Security Tax Service.

Prentice-Hall Federal Tax Course.

Prentice-Hall Pay-as-you-go Withholding Tables (annual).

Social Security Amendments Explained, Prentice-Hall, Inc., New York.

Answers to Employers' Questions under Federal Social Security Act, as amended, Prentice-Hall, Inc., New York.

CHAPTER THIRTEEN

Aiding Employer in Business Writing

Read not to contradict and confute, nor to believe and take for granted, nor to find talk and discourse, but to weigh and consider.—BACON.

The businessman as a writer

If you are able to relieve your employer of the routine tasks of his office, he will then have more leisure to study many problems in the field of his work, and he will be able to contribute to the literature of the business in which he is engaged. If he is socially inclined, he will probably be asked to speak at conventions, write for trade periodicals and newspapers, and otherwise express himself.

It will be your duty to know how to put these speeches and articles into proper form, for your employer will very likely have had no training or experience along this line. Most men who are good engineers, dentists, or bankers have been compelled to concentrate so intensively on their particular work that they have had no time to give themselves a literary education. Make it your business to become thoroughly familiar with this phase of secretarial work.

Preparation of a secretary

A more complete groundwork in grammar, punctuation, indexing, and typing is needed for this work than for ordinary office routine. You should read good books on composition in order to acquaint yourself with literary technique. This study should not cause you to change everything your employer writes. A prevalent idea of secretaries was expressed well in a cartoon

published in a metropolitan paper, "The idea is to fix the grammar and mistakes so that when he comes in to sign, he thinks he's dictated a swell letter." The question is, does *he* think so or do *you*! Obvious errors should be corrected, of course, but do not destroy the individuality of a literary composition by adhering too strictly to textbook rules. After all, remember that a textbook represents only one man's ideas of good writing technique; another author may disagree with him. A manuscript of one of the best business books ever published was handed to a publishing company, where a young copy reader did a painstaking job of making every sentence conform to literary standards. The author, seeing that the life of the book had perished in the rearrangement, asked that it be given to another reviewer. The book was published, almost an exact copy of the original manuscript, and has lived to be judged by readers and literary critics as a masterpiece of business style.

Businessmen are usually direct in their writing; they have a message and they give it without frills. They write to a certain group, usually a technically trained body, who would be bored by detailed explanations necessary to make the writing clear to a layman. A businessman refused to read an article by an expert, saying: "He is only bluffing, as is shown by that statement, which is an insult to even my intelligence. If he knew much about this business, he would not include information so obvious to the commonest worker in the trade." You will need to be careful *not* to put in changes which will be tiring to a technician, but you can also help your employer to make himself understood by those less technically trained. If a man's attention is called to the fact that he is writing above the comprehension of his readers, he can reword his message; otherwise he may not realize that terms common to him are not generally understood.

Gathering materials

Your employer will probably know much more about the subject matter than you can be expected to know, but you must

become familiar with the material in order to assist in arranging it. This knowledge can best be achieved by studying source material and references which your employer uses in collecting his data.

After a tentative outline has been made, gather information on library cards and file these cards under proper headings. When you have finished this work, you will have much material that you will not need, but you will have it systematically arranged so that it can be easily used or discarded. Give these data cards to your employer as he starts each part of his writing. As topics are finished, go over them and correct wording, punctuation, and form. Make your corrections tactfully. If you have a better word to suggest, write it above an awkward expression and put a question mark after your suggestion. Use a marginal note to indicate that a sentence is not entirely clear to you, or to make a suggestion for rearrangement of a sentence or paragraph. Men appreciate these suggestions more than anything you can do. They seldom feel like asking others for assistance in this part of their work, especially because they often do not even want anyone to know that they are attempting to write anything.

Sources of material

The sources from which material will be gathered will vary with the type and length of the work undertaken. Many of the chief avenues for securing information are listed in the following chapter. The library in your own organization will often prove a fruitful field in which to work. Public libraries and technical school libraries contain trade magazines and other sources of specific information. Many librarians are of inestimable assistance in locating materials. A book of methods of research lists leading works in different fields and gives you a key to the means of hunting things up by yourself. By following the bibliography of one book or trade magazine, you will often be able to trace the particular information you are seeking. Usually it is advisable to make shorthand notes of material which cannot

be taken to the office to be copied. If you use materials or records belonging to others, finish your work with them as soon as possible and see that they are returned promptly.

Styles of writing

Few people realize that there are three styles of writing commonly used in business, each of which has its distinct place. It is vitally important that you note these differences in style forms, for you may often be asked to make a transition from one type of writing to another.

Journalistic style.—Journalistic style of writing begins slowly and works up to a climax near the end of an article. The reader is expected to go over the material in a leisurely manner when his mind is free from distractions. It is assumed that he will not stop before he has read the entire article. Books, solid business articles appearing in trade magazines, and business speeches are commonly written in this form, but the style may be employed even in a short letter.

Newspaper style.—Newspaper style begins with an “attention-getting” paragraph and follows with a detailed account of the subject. The lead should contain a summary of the article; it should present all essential facts. The heading and the lead will furnish the reader with a brief résumé of the story. If a lead has been well phrased, those interested in the subject will continue the article in a more leisurely fashion. The story should be retold in the following paragraphs, with facts set forth in descending order of importance. This arrangement will enable the article to convey its entire message, even if it is cut because of lack of space.

Advertising style.—Advertising style is terse, colorful, and appealing. Success in this type of writing depends on effective use of picture words—nouns, verbs, and adjectives. Nouns are generally considered background words, verbs lend life to them, and adjectives add color. This style brings out certain facts

which are expected, by their position in the copy, to attract and convince a reader.

Newspaper reports

Business organizations find definite advertising value in reprints of speeches made by their employees. Generally a copy of a speech is forwarded to a newspaper. Because of the speed with which newspaper men are compelled to work, they do not always have time to recast a speech; for this reason they may reject copy that has real news value.

Many speeches are made in journalistic style so that it is seldom advisable to send a business speech to a newspaper without first recasting it into newspaper style, because it may not be printed in full. If the end of the speech is cut, the meat of the talk will be eliminated. You should not give a reporter a copy of a speech as it was delivered, for this will often defeat the advertising purpose of your firm. Recast the speech; then find the statement that will have the greatest news appeal and weave the report around that statement. Expand matters of greatest news value first; then proceed to those topics which are of lesser significance, always keeping in mind a possibility that the end of the article may not appear in print.

Extent to which a secretary may participate in writing

The amount of help which you may render in writing articles and speeches is always a question that requires tact. However, if you know the difference between various forms of writing, you can often be of much value to your firm.

The vice-president of a large firm became well known as an after-dinner speaker. She had the sparkle of a keen mind and a quick wit, which brought her many opportunities to sell the services of her organization. The firm wanted to use this publicity; consequently, the secretary of the company wrote a résumé of one of her speeches and sent it to a newspaper. It was re-

turned. The advertising manager then rewrote the speech, but again it was returned. Confused by this discouraging reception, the corporation secretary said the newspaper did not know a good speech when it saw one. Although this official secretary was not always amenable to suggestions, his private secretary hazarded a hint that the speech would probably stand a better chance of being published if it were written in newspaper style. The officer was surprised and asked the girl what she meant. She offered to rewrite the speech. Her version was accepted and placed on the front page. Beginnings of the three versions in which the article was presented will illustrate the three types of writing:

Journalistic style: "Seventy-five years ago a woman spent all of her time in the home preparing food and clothing for her family. She was unable to . . ."

Advertising style: "'Machines have freed woman for her rightful place in the world's work,' declares Mrs. R. M. Jones, Vice-President of the Gray Washing Machine Company . . ."

Newspaper style: "Woman has become a real contributor to the building of a successful home. No longer is she a parasite living upon the bounty of her husband, but a coworker in life's great fields of endeavor. To deny twelve million working women the right to contribute their . . ."

Recognizing news value

Almost all newspapers and magazines are dependent upon advertising as a source of a large part of their income. Therefore, although they are eager to print items containing news value, they must always protect their own interests by refusing to publish anything that their other patrons would consider a free advertisement for a competitor. Never expect them to subject themselves to criticism from their advertisers. This important consideration makes it necessary to subordinate your firm's interests to those of the reading public. Your guide must be, not:

"What do I want the public to know about our business," but "What would the public be interested in knowing about us?"

Advertising your town

Every newspaper advertises its town. You should consider it a matter of local pride to aid in this work. Newspaper articles which encourage people to come into a town to buy or to establish businesses help a town's industries. People avoid going to a place which is heralded as being undesirable. Some publications must be conceded to be adept in their capacity to advertise their towns adversely. Witness an effect that our papers seem to have in establishing a reputation for the city of Chicago. Two young boys traveling in Germany gave their residence as Chicago. The German hotel clerk looked up and said, "Bing! bing!" What a sad commentary on the newspapers that they cannot find better things than gangsters with which to advertise that beautiful city! But, on the other hand, business houses in Chicago may be equally responsible for the erroneous conception, because they do not furnish more worthy material for publication. Do not withhold from your newspapers items which have constructive news value. In submitting them, you help the editors to fill up their columns with news of a valuable character and thereby help to keep out an overabundance of sensational items.

Authorizing press reports

Reporters usually come every day to some secretary in an office to inquire for news. It is essential that you maintain friendly relations with the press. Of course, you will never give out information about your concern without the sanction of those in authority. However, you can often bring matters to the attention of the office censor. In political circles, it is especially important that a secretary handle "the gentlemen of the press" tactfully.

Many secretaries make a practice of giving out all notices in written form, such as the "I do not choose to run" slips of paper which announced a political decision. This practice has a de-

cided value in cases where there is danger of being misquoted. Always have these notices approved by your superior, and save a carbon copy for your files.

Naturally your organization will benefit from the right kind of publicity, but in writing up news items, that selfish motive must give way to citizens' interest. Two rival schools in a certain city illustrate well a problem which confronts newspaper people in accepting prepared reports. Both schools were doing excellent work, but the affairs of the one were heralded frequently in local papers, while those of the other were seldom mentioned. School secretaries sent in typewritten reports of similar activities in the two schools. One was published and the other rejected. See if you can detect why material sent by the latter could not be published.

THE REPORT OF THE FIRST SCHOOL:

Miss Jones Wins Gold Medal

Miss Evelyn Jones, daughter of Mr. and Mrs. Eli Jones of 2211 East Clarion Street, was a successful contestant in the Remington Typewriting Contest held last month. She wrote seventy-four words a minute for fifteen minutes with only three errors. A gold medal was presented to Miss Jones at the regular assembly exercises of Brown Business School this morning by Mr. R. L. Herrick of the Remington Typewriter Company. Other prize winners who received card cases were James Green, forty-eight words a minute; John Schott, forty-three words; and Eleanor Terry, forty-one words. Junior certificates of proficiency were awarded to Blake Ward and Adna White.

THE REPORT OF THE SECOND SCHOOL:

Green Business School Students Win Awards

As evidence of the splendid work being done at the Green Business School, the Remington Typewriter Company today presented a Gold Medal to Miss Mary Smith of the graduating class. Miss Smith has been placed with the Second National Bank and will begin work Monday. Card cases were presented to Mary Hill and May Zadik.

In commenting on the success of the students, Director Green pointed to the consistent progress being made by all graduates of Green.

The first article merely mentions the school in an indirect way, giving credit to the student for achievement and mentioning the parents, who are citizens of the community. Other awards are also noted. Congratulations will be extended to the winners; the school will receive credit only indirectly. A cursory glance at the second article will indicate that it is clearly an advertisement for the school. One reading it would almost expect to find a paid advertisement sign at the bottom of the article.

Secretary's ability largely determined by interest

Be interested in the subject about which you are writing. Although much of office work is routine, this part of your work will give you a chance to make use of your originality. Follow the line of your employer's reasoning. Check his figures carefully and be sure there are no flaws in his computations. Watch your opportunity to find a proper word to fit a certain expression. Special help can be given in underscoring repeated words and an incorrect or unnecessary use of *the*. You will make yourself invaluable in this way.

The occasion on which you will be able to use your knowledge of the subject matter of an article may not be apparent at the time of writing. Things have a queer way of turning up at unexpected moments. Some years ago a young banker was asked to contribute an article to a financial publication. This was his first literary attempt and it was necessary that the article reflect the high character of his organization. His secretary helped him by finding data, working out percentages, and so forth. She became much interested in the article. No word came from the magazine and the contribution did not appear in either of its next two issues. The officer went on his vacation, forgetting all about his seemingly futile literary attempt.

One night as his secretary was preparing to close the office, the proofs arrived. If they were returned in two days, the article

would appear in the forthcoming issue of the magazine. It would take nearly two days for the proofs to reach the author. His secretary corrected them and found that, because of the delay in publishing, some of the data were not up to date. She procured new figures which had been published that day, worked out new percentages, changed conclusions in which current figures affected certain statements, and retyped the revised portions of copy just in case the corrected proofs were not clear. The proofs were returned to the magazine with a letter saying that the corrections were being forwarded to her employer at his summer resort and that he would confirm them by telegram.

A carbon copy of the changes, together with a duplicate of the proofs, the original manuscript, and the new financial report, was dispatched by air mail to her employer that night. She thus thoughtfully provided the officer with all the materials he might need in checking over the work at his summer hotel. He found one word that he wanted changed and wired the magazine to correct this and release the copy.

The easy way would have been to have forwarded the envelope to her employer. Of course, he would not have had access to financial literature and could not have made the work a timely discourse. Because of the delay due to mail delivery, proofs could not have been returned in time for publication in the early issue. A little thought and ability to do efficient work did spoil a social evening for this secretary, but they also brought much favorable comment on her employer's ability, which is the usual measure of a secretary's success.

House organs

House organs are publications put out by a business organization for one of three purposes or for a combination of those purposes: to acquaint employees with the organization and to promote good fellowship and loyalty among them; to let other people know of the business activities of the particular organization; or to help advertise the trade as a whole to prospective customers. Publish-

ing a periodical without a definite aim is generally a waste of money. Everyone in the organization should know what is being attempted, in order to appreciate and help in the production and distribution of the publication.

A house organ which is published to create good will among employees should contain articles about the activities of different departments, social news, achievement records, and jokes which please rather than offend persons to whom they refer. News will be of such a personal or intimate character that the magazine will not appeal to many people outside the organization.

A publication which is designed to acquaint employees and others with the place which a particular company is taking in the industry as a whole will contain articles which attractively picture activities within the organization. Allied and affiliated interests will be given much space; for instance, house organs of automobile companies often contain information about rubber and oil industries. The aim is to acquaint people with products of the company and the place of importance which the company has been able to attain in the trade.

A magazine which is used to advertise an industry as a whole does not concentrate on activities of a particular company or its employees, except in a general way; instead, it puts its emphasis on developments in the entire industry. Some aviation publications have done much to make flying attractive to all readers, not by overstressing the fact that xyz lines are better than any other, but by pointing out that aviation is a very desirable means of travel, no matter what company sponsors it.

Constructing a house organ

The form which a periodical takes depends upon its purpose and time and money available. It may consist of mimeographed sheets stapled together. It may be made on a ditto machine and bound in a handmade cover; printed on newspaper stock; or made up in brochure, magazine, or book form. The work of publishing is often left to a secretary if a very simple form is used.

An officer or an editorial staff is usually in charge if the publication is more elaborate.

Putting out a publication, be it ever so simple, involves much knowledge, tact, and patience. Timing is especially important, for it is impossible to have a publication ready for distribution immediately after copy is presented to the printers, or as soon as material is presented to you. You must allow people whom you ask to contribute the main articles time to think about their subjects. Most material submitted is not in proper form for printing; it will have to be edited and styled, which may mean that the corrected manuscript must be returned to the author and later typed again. Cuts and reproductions of different kinds require time. If a cover is to be done in color, its production will take longer than the actual printing of the contents of the magazine.

Problems of financing a publication

Some house organs pay for themselves through advertisements which they carry, although most of them are published at the expense of the company itself. Others are sold at a subscription price which defrays the cost of publishing.

Advertisers generally run the same pages for a considerable period of time, although some companies, such as department stores, want new copy for each issue. Naturally, higher prices must be charged when a different setup has to be made each time, even though the same space has been used for each advertisement. Therefore, a scale of prices must be determined upon before salesmen start soliciting for advertising. Typed schedules of all prices should be in the hands of canvassers before they accept any contracts for space. You, as the keeper of advertising records, will find it valuable to make a "dummy" and pin advertisements in position as they are received. This dummy will enable you to present your material to printers with a minimum of explanation. At the last minute you will have so much editorial work to do that you cannot afford to let your advertising section pile up on you, also.

Subscription lists must be carefully checked. Changes in address should be made at once to avoid losses through duplication. A few days after the periodical is sent out, a careful checking of the mailing list may be made. Give constant attention to expiring subscriptions. Collections are important when magazines are sent in advance of payment. Secretarial work attached to this phase of publication often suffers when it is given to a person who has other duties. If either you or your employer is responsible for the financial end of a publication, consider the duty seriously from the first day, for your records can get into a hopeless tangle through neglect.

Compilation of a publication

Should the actual work of publishing a house organ fall to your lot or to that of your employer, it will be necessary for you to learn something about publications. Secure periodicals of other houses and study their make-up. The amount of space to be devoted to each type of writing will have to be determined and the methods of securing that material worked out in detail. Those who are in charge of publishing a house organ need to have that rare quality of being able to secure a maximum of coöperation from all people in an organization. Even then a large part of the work will fall to the editors themselves.

Usually reporters are appointed from various departments, in order that separate units of the company may be represented. These people must be informed as to the general purpose of the publication so that their method of treating subject matter will be influenced accordingly. Such instructions are more effective when given to reporters on a typewritten form than when they are transmitted to them through a speech.

People are interested in things which they help to build, but one must always be careful in picking up news not to publish anything which will hurt an employee. Sometimes fellow workers write items calculated to wound those against whom they have a grudge. Every contribution must be searched for

this hidden venom. If you wish your paper to radiate good will, you must maintain constant vigilance over its social and joke columns. Some organizations follow the practice of putting near the door of exit a box into which contributions may be dropped to facilitate delivery of contributions. Such a box gathers a lot of chaff, but many golden grains can be gathered from the box if a clever person is permitted to sort over its contents. The main virtue of a box is that it gives timid employees an opportunity to contribute without calling attention to their efforts. A notice that cartoons, social news, or jokes are lacking for any one issue may be posted above the box.

Departmental reporting

Should you be asked to do reporting for your department, see that you make the acquaintance of its members. Try to see that every one of them is mentioned in some way during the year. However, the fact that you may not be the official reporter does not relieve you of individual responsibility for seeing that your department secures its share of publicity. Many times extreme jealousy is aroused because one department's activities get several times their share of space. Usually people who complain make no effort to rectify this defect by submitting material. A reporter for one department may display initiative in getting happenings before the editorial staff, while those for other departments shirk their duty or are not aggressive enough to get proper coöperation. Often people chosen to represent a department are not born reporters; they fail to recognize items which have news value. Loyalty to your department should make you awake to events which can be written up and handed to a reporter, or taken direct to magazine headquarters if reporting is not departmentalized.

The business speech

Right in line with writing for publication is the written foundation for public speaking. Although your employer's treatment of material gathered may be different when he is going to deliver

it orally, the speech, considered from your angle, will follow closely the form of all other writing. Most speeches are (or should be) limited to a certain length of time. A man may, for example, be given fifteen minutes in which to present some one phase of business. On the radios these speeches must be practiced until they have been cut or expanded to fit an allotted time. This timing usually necessitates writing a speech in full.

Most long speeches are tiresome, not because an author has prepared his speech with malicious intent to exhaust his audience, but because neither audience nor time has been considered. A keen personal interest in the subject has, to the exclusion of all other elements, absorbed the thoughts of one who is making the contribution. You can and should give your employer an idea of the length of time it will take him to deliver a written speech. By roughly counting the words and dividing by one hundred or one hundred fifty words, depending upon your employer's average rate of sustained speech, you can from the typed matter approximate the number of minutes required. If you simply suggest to him, "That should take you about forty-seven minutes," your employer may find that he needs to condense the material. A half-hour speech cannot be given in ten minutes. If a man has prepared his speech in journalistic style, he will be just working up to the point of interest when his time is up. The whole point of many speeches is lost by this very lack of consideration of time on the part both of speakers and those planning the program.

Reading a speech

Writing one's speech is an excellent method of preparation, but its usefulness should stop there. A written speech should be used only as a means of making notes for a speech. The originator of a talk ought to be able to give it with the aid of notes only.

Meetings of a business convention were always running over into meal hours. Finally speeches were limited to a set time, and delegates were asked that all manuscripts be submitted a week before the convention in order that they might be returned

with suggestions necessary for cutting them. Although material sent in was far superior to that submitted at previous meetings, the convention that year was one of the most deadly things ever witnessed. Few of the men were good readers and the result was that their reading failed to hold attention. Some of the men actually had mimeographed copies of their speeches distributed to listeners, a thoughtless attention which made the whole procedure as tiresome as a minister's reading of a hymn before it is sung. Needless to say, attendance so dwindled during speeches of this type that few listeners were left. Why should anyone stay to hear a speech poorly read when he can grasp the content in half the time by reading a mimeographed copy of it?

The president of one company had two officers who were to speak report to him with their contributions memorized. He timed them and gave suggestions. Those two men stood out among the week's speakers as precious stones among pebbles. All around the convention one could hear such remarks as, "I must find out about that X Company; they surely have some fine officers."

Preparation of notes

Your employer will not want to read his speech, but he will want to prepare it carefully. One is not much benefited by hearing a man ramble on for half an hour, or even two minutes, if he does not say anything. A good speech, especially of a business type, demands a few notes. These notes can be handled most easily if they are typewritten on cards which can be held in the palm of the hand. Those men who can read shorthand prefer their notes in shorthand because of its compactness.

Notes should contain the first sentence of a speech. Usually much time has been spent to make this introduction attractive. The sentence will give the speaker a clue to his speech in case he should have, when he is about to begin, a feeling of stage fright, which at times quite unaccountably comes over even

experienced speakers. After concentrating on a preceding speech, the next speaker often needs something to bring him back to his own topic; a completely written first sentence frequently has just the force necessary to focus his attention on the new subject.

An outline of the speech should follow. Some men prefer to have each new paragraph written on a separate card. A stop between thoughts permits inconspicuous turning of the cards. Statistics are always included in notes, because when figures are quoted, they must be correct. The closing sentence, which is the final test of a good speech, should be prepared with care. This polished sentence is written on the card in order that a speaker may have it before him.

Speech cards should be numbered and a rubber band placed around them. However, this precaution is not always enough to avoid trouble. One man had his speech all outlined beautifully on cards but, in turning the first one, he lost his grip on them and the whole pack scattered on the floor. He could not get them in order again and completely spoiled his speech by futile attempts to do so. Place the number in the upper right-hand corner, and on the left-hand corner punch a hole through each card. Tie the cards together so they cannot get out of order even if they should be dropped. A heavy rubber band, cut and slipped through these holes, makes an ideal fastening because it has enough elasticity to allow the cards to be easily turned; yet when it contracts, it holds them firmly in place.

After-dinner speeches and toastmaster's notes

An after-dinner speech should never be long. One school which teaches business speaking has a mock banquet at which each student must represent a certain company. The name of his company, his official position, and the product sold must be filed with the toastmaster at least three days before the banquet. The toastmaster then thinks of some short, appropriate way in which to introduce each speaker. Every speech must have humor which fits the occasion (not a joke which is told simply

for its own sake), some reference to the company or product represented, and an ending which brings out a point of business ethics or a reason for the speaker's having made his remarks. Ratings are made by each student according to a 1-2-3-4-5 scale, and all judgments are averaged. The deft way in which the combination of purposes has been bound together is used as a basis for judging effectiveness. No speech which extends over two minutes is given any credit, regardless of its merit.

How much more pleasant a memory would be left by most business banquets if all after-dinner speakers limited themselves to two minutes each instead of permitting one or two of their group to run over their time by as much as half an hour. You will be surprised at how much your employer can say in two minutes if you help him to condense into a few compact sentences humor, sense, and sound, subtle advertising. You can aid him, also, by collecting jokes, lines of poetry, and quotations which may be valuable on such occasions. Many times you can remind your employer that he may be called upon for a speech, and it might even be well to have a thought in mind in case an emergency arises.

Secretaries as speakers

Know how to appear before an audience yourself. Although most secretaries can get along without having to appear on a public platform, opportunities are often afforded if you are able to acquit yourself acceptably. Sometimes a secretary gives an employer's speech when he is unable to appear at an engagement. This substitution calls for able reading of a prepared speech. More often when a man is prevented from presiding at a meeting, his secretary is called upon to introduce other speakers.

A farm agent was unable to attend a canning demonstration because of a death in his family. He failed to get someone to introduce the demonstrator, so his secretary offered to substitute for him that day. She did the work so well and proved so much

more capable than he in getting cooking utensils and other materials ready that she spent two weeks of her summer driving the speaker to each day's destinations, helping community members get things in order, and introducing the speaker to the assembled women.

Difference between writing and speaking ability

Men find a well-informed secretary a very valuable source of inspiration for any writing or public speaking they may have to do. Everyone who writes or speaks has a feeling of uncertainty about others' reactions to his work, even though he knows his message is good. You can do much to build up that confidence necessary for effective expression if you are able to give constructive help.

Comparatively few secretaries do all their employers' writing. However, few people are aware when this duty is assumed by another person. A business lecturer became very famous. Years later, when a former secretary died, the man's speeches failed to have any message. He finally refused all offers to speak, admitting that the woman had always done his writing for him. Even after her marriage she had continued in this capacity, and her former employer had concentrated on effective delivery. He possessed no ability to formulate a speech. Together the two had been able to contribute much to the world; alone neither would have been known. Speaking and writing ability do not necessarily go hand in hand.

BOOKS THAT AID IN WRITING AND PUBLIC SPEAKING

Methods and Status of Scientific Research, Spahr & Swenson, Harper & Bros., New York.

Introduction to Modern Journalism, Stewart Robinson, Prentice-Hall, Inc., New York.

Making the Business Speech Effective, Harry Collins Spillman, The Gregg Publishing Co., New York.

The Short Speech, J. Thompson Baker, Prentice-Hall, Inc., New York.

Essentials of Public Speaking, Warren C. Dubois, Prentice-Hall, Inc., New York.

Speaking in Public, A. B. Williamson, Prentice-Hall, Inc., New York.

Effective Speaking for Every Occasion, Willard H. Yeager, Prentice-Hall, Inc., New York.

Tested Public Speaking, Elmer Wheeler, Prentice-Hall, Inc., New York.

Writing and Selling Special Feature Articles, Helen M. Patterson, Prentice-Hall, Inc., New York.

A Guide to Better Writing, Majl Ewing, Franklin P. Rolfe, and Llewellyn M. Buell, Prentice-Hall, Inc., New York.

CHAPTER FOURTEEN

Distinguished Service

Those who live on the mountains have 'a longer day than those who live in the valley. Sometimes all we need to brighten our day is to rise a little higher.—*Everyday Happiness*.

Starting and finishing work

The ability to carry things through to a conclusion without instruction is the crowning feature of secretarial success. You *may* be a good *starter*, but you *must* be a good *finisher*. If your employer can sit back calmly and say, "Oh, Miss Smith will notice that and see that it is followed up," you know that you have made yourself valuable to him. Competent secretarial help relieves a superior of all possible details in order that his mind may be concentrated on bigger problems.

Businessmen are usually good starters, having won their recognition through an uncommon faculty of seeing things which others have failed to see. Unfortunately, they are not all equally good finishers. A very brilliant superintendent of schools was severely criticized because he inaugurated so many new ideas and then let them drop because other interests demanded his attention. Unless others were capable of carrying his projects on to a successful conclusion, they never amounted to much. When the school population increased to such a size that an assistant was needed, the superintendent selected a person who possessed tenacity. The chief started things, but his assistant carried them through. A happier combination could not have been found, for each was able to assume a prominent rôle in the work; alone neither would have been conspicuously successful. This same coöperation is needed between secretary and employer. The businessman who

says, "All that I am, I owe to my secretary," has achieved his utmost success through the ability of that secretary to supplement his efforts. See to it that your employer never has occasion to accuse you of incompetency or to say, "All that I *am not*, I owe to you."

Shorthand notes in follow-up systems

You will have a decided advantage in being able to make shorthand notes of duties which are to come to the attention of yourself and others at some future time. Keep a small slip of memorandum paper under the rubber band on the cover of your notebook in order to note down instructions while you are taking dictation. These hastily jotted notes may be transferred to a regular calendar when you return to your desk, if you are not able to carry out instructions at once.

Shorthand notes on a calendar pad have an especial value in not being legible to any casual office caller. However, advance notations are best made in longhand unless someone in the office can read your system of shorthand. One secretary became so seriously ill that she could not be disturbed. Her office was in consternation at finding shorthand notes on calendar pads, file folders, and correspondence. Good notes usually do not present serious difficulty, however, because people can be hired to translate shorthand. If your shorthand notes cannot be read, your longhand notes would probably be equally difficult to interpret. If you are called upon to translate notes of another secretary who writes the system you use, you will find that intelligent persistence can usually unsnarl a rather knotty problem. Of course, you will always write longhand if there is any probability that others may have to carry out the instructions. However, loss occasioned by these infrequent difficulties is far outweighed by advantages, in privacy, compactness, and time gained, that you realize from making regular tickler notes in shorthand.

Persistence

The greatest asset in follow-up work is tenacity of purpose. There are very few things which cannot be done if a person is imbued with a desire to see a matter through. Persistence will mark you as a good worker in any office.

When the Gold Star Mothers were going to Europe, an executive heard that the mother of a former comrade was passing through New York that night. He wanted to meet her in order to extend a courtesy to the mother of his war-time friend. All the information he had was that Mrs. A. R. Smith, of Little Rock, was in New York for the night. His secretary assured him there was no way of reaching the woman; at the same time she made some flippant remark about the number of Smiths in the army, to say nothing of the number in New York City. Nettled by her attitude, the employer asked another secretary to call the American Legion Headquarters and the Auxiliary Headquarters, but she found that everyone was gone for the day. As the man was leaving his office that evening he remarked to a girl in another private office, "You usually manage to locate what you want; here is one for you to work out." After listening carefully, she called one of the newspapers to get the name of the ship on which the Gold Star Mothers were sailing. Next, she called the steamship company and asked at what hotel Mrs. Smith was staying. The officer in charge had gone for the day, leaving no records of assignments, but someone knew four hotels at which the women were quartered. The third hotel called happened to be the right one. In twenty minutes Mrs. Smith was being paged and the executive was able to make her evening a very pleasant one. Sheer persistence, coupled with intelligence and a willingness to serve, had brought results. Naturally this girl was called upon to assist in all kinds of problems. Her efficiency reached beyond the narrow confines of her own office. Those three girls demonstrate the three types of workers: those who do not show willingness to help, those who do only what

they are told, and those who know how to do more than they are told.

Securing information or data

In order to do your best work, you will have to know where to find material and data. First, know your office, its employees, and their duties. You can solve many business problems by knowing who has materials, where they are kept, or who might know about them. Usually the quickest way out of any difficulty is to ask someone else to solve it for you. Although you should not hesitate to take advantage of any assistance others can give, you must always realize, too, that independent effort is often desirable. A willing person is usually so busy with other people's problems that yours may not be given immediate attention. On the other hand, while it is unfair to ask others to do what you should be able to do yourself, there is no particular virtue in spending half an hour hunting for something that someone else might have been able to tell you immediately.

Use of directories

Scarcely any large body of data exists that has not been systematized and made available in the form of directories. Details concerning all the forms and uses of these directories would occupy volumes. Each is made up on a general plan which is outlined in the front of the book. Summaries of abbreviations and special features are compiled to facilitate interpretation of data. Consult these explanatory sections to understand unfamiliar terms.

Telephone directories

By far the most important books of reference in the majority of offices are telephone directories. They are used for addresses and for spelling of names, titles, and occupations. Quite aside from these extra informational uses of directories, you will find

that telephone calls, also, are usually productive of results in obtaining information.

Classified directories cover groupings of different types of subscribers, and are valuable in locating a firm with which you are not acquainted, in finding a company for which you have an insufficient name, or in ascertaining the name of a firm of which you have only an approximate address and no name. For instance—if you want to have some multigraphing done and do not know of a firm to which you can send the work, a name may be selected from a classified list of multigraphers. To cite another example—you may know that “Merritt” is one of the names in a firm of lawyers. Going through the classified list, you are able to locate “Logan & Merritt.” Or you may know that an Italian has a glove shop near Thirty-third Street and Lexington Avenue. Under “gloves” you find addresses which might be that location, and you then scrutinize the names to see which might be of Italian origin.

Special directories

You may use city directories to supplement a telephone directory in finding people not listed as subscribers. A *Directory of Directors* is valuable for ascertaining directors of a company. Special trade directories are compiled for firms doing business in one line. These compilations usually contain locations of plants and offices, directors and officers, size and output of each organization, and other special information. Social registers are directories containing information about people of high social standing.

Dictionaries

An unabridged dictionary is an indispensable reference book. It may be used for pronunciations, hyphenations, spellings, and meanings of words, as well as their derivatives. Special sections devoted to abbreviations, synonyms, foreign words and phrases, biographical names, and geographical names are also valuable.

A thesaurus and a style book are sources of information for a writer. Foreign-language and shorthand dictionaries are indispensable to a person who uses those media in his work.

General reference books

Encyclopedias, *Who's Who*, *The American Year Book*, *The World Almanac*, and atlases and maps may be used for looking up information of a general character. A large framed map on your office wall, instead of a picture, will prove interesting and helpful. Notice how many callers, whether children or distinguished citizens, will stop to study this map. Card catalogs of public libraries furnish guides to books of a general nature.

Periodical literature

The Readers' Guide to Periodical Literature is designed to help in locating published material. Files of back numbers of magazines may be found at the publishers' or at public libraries. Library files of newspapers and magazines are arranged by years. Trade publications, such as the *Yearbook of the American Bureau of Metal Statistics*, contain a wealth of material.

Newspapers

Different newspapers may be selected as sources of data on subjects for which they have particularly strong departments—financial, educational, sport, scandal. If you are called upon to keep informed on financial affairs, choose a paper which is noted for this news. Become well enough acquainted with the sections which it devotes to various types of news so that you will not have trouble in quickly locating the page upon which requested information might appear.

Every large newspaper has a summary of contents to aid in locating main sections, special articles, and news items. In spite of this, one secretary, who was expected to send out a wire to branch offices giving call and time money rates, started at the first page and leafed through the entire paper until she came to

the correct page. Doing this every morning for weeks did not seem to impress upon her the fact that money rates are printed on practically the same page every day. A lawyer commented on lack of familiarity with newspapers in these words: "When I ask for news data, that girl of ours sits around with no more intelligence on her face than a watch; actually, I often feel like picking her up and shaking her to see if she will go. However, she is a good stenographer." Don't let your stenographic ability be your only asset.

Financial news

Become acquainted with the financial pages of daily newspapers. A businessman is seldom indulgent enough to be amused at your ignorance of the stock market when he asks you to look up the price of some stock for him. Make a brief study of market quotations so that you will know what to do when he says, "How did International Tel. close last night?" Even if you do know that International Tel. refers to International Telephone and Telegraph stock, you will also need to know its symbol I T & T. A quick way to acquire a slight acquaintance with connection between names and symbols is to take a stock sheet and listen to quotations which are given over the radio every evening.

Interpreting financial pages¹

Taking *The New York Times* as an example of a newspaper widely read for its financial news, let us study its setup to gain an idea of what to look for in any paper. Financial news starts toward the middle of the last section.

Page 30² will start with *Transactions on the New York Stock Exchange*. Directly under the middle of the caption is a boxed section devoted to sales for yesterday and the two previous days, sales for a year ago and two years ago on the same date, and

¹ See also *The Business Section of a Newspaper* published by the New York Herald-Tribune, New York, N. Y.

² The number of the page will vary slightly from day to day, but the general arrangement will remain the same.

sales for the past five years. A question asked on such data is, "What was yesterday's turnover?"

Each stock sold during the day is listed in alphabetical order. The highest and lowest prices at which the stock has sold during the year are listed at the beginning of each line. The name of the stock follows. A figure occasionally found after the name of the stock indicates the dividend which the stock pays.

In tabulated columns are listed *first sale*, *highest sale*, *lowest sale*, and *last sale* for the day. Meanings of these first four terms and of figures below them are obvious. Questions on them will probably be worded: "How did Steel open yesterday?" "What was its high?" "What was yesterday's low?" or "How did Steel close?" (The last sale should usually be given together with the *bid* and *asked* in later columns in connection with the answer to a question on the *close*.) In the last four columns are *net change*, *closing bid* and *asked* quotations, and *total sales* for the day. *Net change* indicates whether the market closed with stock at a higher or a lower price than on the previous day. The question may be, "How was Steel yesterday?" To this your answer will be: "Up three," or "Down three," depending upon whether the figure is preceded by a plus or minus sign. *Closing bid* shows at what figure the highest orders to purchase were listed when the market closed, and *closing asked* price shows the lowest price at which orders were on file to sell the stock. A sale is made when bid and asked prices are the same; that means someone is willing to buy at a price at which another is willing to sell. For this reason the closing asked price is always higher than the bid price. Your answer to "How did Steel Close?" may be, "90-90½, last sale 90¼." These are the bid, asked, and last sale figures. The last column shows the number of sales (of 100 shares each) which were made during the day. The question on this may be: "What was yesterday's turnover?" or "Was Steel active yesterday?"

Summaries of leading groups of stocks, such as railroads (rails), public utilities (utilities), and food products (foods),

Follow the Stock Market quotations. These tables give daily, monthly, and yearly average prices and yield averages.

Page 31 is devoted to a résumé of financial news and money. Rates on call and time money, commercial paper, bankers' acceptances, and prices on gold and silver bullion are listed here. Summaries such as the U. S. Treasury Statement, the Federal Reserve Statement, stock trading, and other compilations are periodically given on this page.

Page 32 lists closing prices on foreign exchanges, such as those of London and Paris; foreign bond averages; foreign exchange (money) rates; and closing prices of stocks which were not sold on the New York Stock Exchange during the day. If you do not find a stock (one which is listed on the New York Stock Exchange) on page thirty, it is probable that the stock did not sell during the day, and you will find it in the inactive list on this page.

Page 33 contains more financial news, usually on the status of companies and the prospect of new bond issues. Here are, also, compilations of dividends declared, dividends payable, and stocks which have gone ex-dividend. If you are keeping a stock record, keep in close touch with these notices.

Page 34 first lists United States Government bonds, notes, certificates, and treasury bills of different issues. Then follow the foreign bonds and domestic bonds traded in on the New York Stock Exchange. Bonds are listed by name, issue, sales, and change in price for the closing or last recorded sale. For example, this listing

Wabash 4½s 1978		
8		44
1		44¼
5		43½
Plus ¾		
1st 5s 1939		
5		100⅞
Plus ⅛		

would mean that the $4\frac{1}{2}$ per cent bonds of the Wabash Railway, which are due in 1978, had sales of 8 bonds at 44, 1 at $44\frac{1}{4}$, and 5 at $43\frac{1}{2}$, with a net rise in price of seven-eighths of a point or \$8.75 on each \$1,000 bond for the last lot sold. The First 5 per cent bonds of the same company, which are due in 1939 (usually called Wabash First 5's of '39), had 5 bonds sold at $100\frac{1}{8}$, a rise in price over the previous day of one-eighth of a point, or \$1.25 on each bond.

Page 35 is a summary of transactions on the New York Curb Exchange, volume of trading and individual stock transactions following the same form as that used on the page devoted to transactions on the New York Stock Exchange. Domestic and foreign bonds traded on the Curb Exchange are listed on the same page, following the stock prices. If you are asked to find a stock which does not appear in the New York Stock Exchange quotations, turn to this page. Many stocks are sold on the Curb Market. Mining stock quotations and realty securities (bonds, stocks, and mortgage participation certificates in building projects) follow on this page.

Page 36 is devoted to graphs and articles on production and earnings; transactions on out-of-town exchanges, such as those in Philadelphia, Boston, and Montreal; notices of company meetings; and quotations of prices on the New York Produce Exchange. If a stock does not appear on either of the New York Exchanges, it may be traded in on one of the out-of-town exchanges.

Page 37 contains articles and statistics on banks, quotations of leading bank stocks, lists of new incorporations, and quotations on over-the-counter and unlisted securities. Many stocks are not listed on any exchange, but are sold by dealers. Bid and asked prices only are given.

Pages 38, 39, and 40 are devoted to: financial notices, such as numbers of bonds that have been called in for payment; prices of commodities, such as wheat, sugar, coffee, and silk; legal business notices, such as receiverships, judgments, and assign-

ments; arrival of buyers of different commodities, such as hardware, ladies' dresses, or men's furnishings; and arrivals and departures of mail ships.

Nothing provides greater satisfaction to a busy man than to be able to have a question answered correctly. If your employer has a visitor at his desk, he is always likely to ask some such question as: "What was cotton yesterday?" "When will Frank and Seder's dress buyer be here from Detroit?" "Has a judgment been entered against Blank and Company?" or, "When is the next mail due from Liverpool?" The dispatch with which you can find the answers to these questions will usually pave the way for your being given additional responsibilities.

Bringing miscellaneous items to an employer's attention

Sometimes your greatest value will be in drawing special items to the attention of a busy man. "I notice your friend Mr. Craig is to be one of the speakers at the Foreign Trade Convention." "Mr. Jones's daughter seems to have had a very beautiful wedding." "Judge Brown's death was unexpected." Any similar observation may bring, in an indirect manner, important news to the notice of your employer. The question box of a newspaper is a source of information on questions to which you cannot find an answer. Of course, writing to this department of a newspaper generally does not yield immediate results, but answers received are usually very accurate.

Luncheon time

Perhaps nothing is a greater disappointment to a businessman than to find that a secretary considers a regular luncheon hour of more importance than his business. The luncheon hour is your own in which to do what you want, and you generally need this respite from the concentration of a forenoon's work, but there is no need for snatching it up as a greedy dog might a bone. You can always slip in a word to your employer before you leave by saying: "Is there anything more you wish before I go?", or

you can simply come to the door and nod a goodbye if he is engaged. A man who is not accorded this courtesy may try for fifteen minutes to locate you before it dawns on him that the morning had passed. This courtesy is equally necessary when you leave the office at night.

Meet friends at noon and forget yourself and your work whenever possible, but you will not be able to do this every day. Occasionally you cannot postpone a luncheon date even a few minutes, and, to insure your getting away promptly, the engagement should be explained early in the day. However, hard and fast rules cannot always be adhered to rigidly, so it is well to reduce such occasions to a minimum.

Of course an employer who thinks only of himself, causes problems which need individual handling. One man refuses to give his secretary any regular luncheon hour. She is to go whenever he goes. Sometimes he decides that he cannot get away, and so at 11:15 he says, "You'd better dash out and get a bite now." The next day he will not leave until 2:30. Occasionally it is 5:00 before he thinks of her. Naturally no one should try to stand up under such irregularity. Always in some positions, and at times in most, you will find it advisable to have lunch sent in, but an employer should see that a luncheon hour so sacrificed is given to you in the form of early dismissal or an occasional half-day vacation.

Employers' lunch hour

If an employer cannot get out for lunch, thoughtfully have lunch sent in for him. Until you learn his tastes, you possibly will have to submit a menu for his approval, but later you will know his desires without bothering him. Busy men sometimes need a secretary who makes them look after their health, not because, as one girl expressed it, "You don't know enough to go out to eat unless I tell you," but because they become so involved in work that they forget themselves. One secretary pleased her employer very much by bringing in a well-balanced meal each

noon. The busy trader had never before had time to order more than a ham sandwich and a cup of coffee, but she varied the lunches until opening them was much like opening a prize box each day.

Usually your luncheon hour will not come at a time when your employer is away from the office. If you go before he does, see that you are back promptly at the end of the hour; that means back in the office and not in the dressing room. Should you follow him, do not leave before he returns. Eat a hearty breakfast so you can stand an occasional postponing of lunch. Because one's food has much to do with an optimistic outlook on life, see that you are not so hungry as to become irritable by the middle of the day.

Overwork

Many secretaries endanger their health by taking on too many details. No one could possibly do all the things which might be done in any office. The preceding chapters give many ways in which spare time may be employed, but beware of making rash promises which you cannot carry out. On the other hand, you should never be like the secretaries in a big textile office who spend their spare time in addressing envelopes and throwing them away. The office has hired an efficiency man who is dismissing every girl whom he does not find working; and the girls, instead of doing useful things, are putting in their time in this purposeless manner.

See things to do, do them yourself if you have time, and if not get someone else to do them. You cannot load yourself up to the limit with routine work, and yet see other things which are to be done. There is no reason why you should not address envelopes or do any other useful work if you have time, but do not allow yourself to become so involved in this work that you neglect more important duties. A girl in the stenographic department can probably relieve you of straight work and without office interruptions can probably do it exactly as well and faster

than you can. Any secretary who becomes so overworked as to lose her sense of humor and proportion is incapable of doing superior work.

Two girls who worked for the same busy executive illustrate the difference between a good and a poor secretary. The first girl used to stand at the window by the hour. She was quick and soon finished the ordinary filing and transcription work. Often she would complain to the secretary across the hallway that she wished she had something to do, but her employer was always so busy that he seldom had time to dictate. The secretary in the other office used to give her routine work and then help the girl's employer, who was working beyond his strength. Sometimes she could even show his own secretary how to help him. One day she remarked, "I wish Mr. X had the right kind of secretarial help; he is so willing that he is becoming overburdened."

When the first girl moved away from the city, she was replaced by an absolutely inexperienced college graduate. This girl was as efficient a stenographer as her predecessor, but she found no time on her hands. She would say to her employer, "Now, I could take care of those records if you would stay after hours and explain the details to me." Soon she was relieving him of a tremendous amount of detail. Two mornings a week she and her employer arrived at the office at eight o'clock to get dictation out of the way before others arrived. The executive sent flowers to his fiancée each day and needed gifts for hostesses who were entertaining him. Soon this new girl had set up a cash fund and was assisting by making these purchases for him. She suggested plays, operas, and entertainments that he and his friends might enjoy. Because she had always mingled in a social group above that in which her employer had been brought up, her judgments and advice were extremely valuable. Soon the man's nerves were quieting down, and he was gaining that poise which is admired in every businessman who is well adjusted to his surroundings. The second girl had assumed so

much work that, instead of wishing for something more to do, she found it necessary to send work to the stenographic department. She would not take on more than she could do because she wanted to be free for unexpected duties. One day when she heard her employer say that he would go to a beach from the office if he had time to buy a bathing suit, a note was placed on her tickler pad. When she went out on an errand, she brought back a bathing suit. The executive went across the hallway to the secretary of his fellow officer and said: "Perhaps buying men's bathing suits is not a thing to be taught to secretaries, but it is often those little things which an employer appreciates. A year ago I used to be haunted by a feeling of inferiority because the other boys seemed to be accomplishing more than I. They always seemed to have time to think of little things, but I was constantly enmeshed in such a web of detail that I thought about unfinished duties when I should have been sleeping. Now I know the value of the help they had. When Miss D told me she was to be married next month, I was crushed; but she is going to stay a while and train the new girl for me." The neighboring secretary, who had watched his struggles, said, "I hope you have learned to take advantage of help; that first girl could have helped you too if you had made her do it."

How fortunate that third secretary was to have had a predecessor who led the way in being a real asset to the busy employer! Even the officer now knew how to demand her help. Often you, like the inexperienced college graduate, will have to be a pioneer in assuming responsibility in your office, but do not waste time because you lack initiative to hunt for something to do.

BOOKS FOR RESEARCH

Methods and Status of Scientific Research, Spahr & Swenson, Harper & Bros., New York.

The World Almanac (purchased at newsstands). Large body of general information with late statistics.

BOOKS FOR RESEARCH (*Continued*)

Telephone Directories (directories of other cities may be secured from telephone companies). Names, addresses, and classification of subscribers.

City Directories (usually found in hotels and libraries). Location of residents and other information.

Directory of Directors (usually found in banks and libraries). Complete directory of the directors of New York City organizations.

Poor's Register of Directors (organizations in U. S. and Canada).

Trade Directories (secured from headquarters of trade associations. A few widely used directories, such as *The Bankers' Directory*, may be found in general libraries. Specialized business libraries¹ carry a large number of trade directories.)

Who's Who (British), *Wer Ist's* (German), and *Qui êtes vous* (French) together with our own *Who's Who in America* give facts about living men and women of those respective nations.

Who's Who in Education, *Who's Who in Government*, and similar works give facts about men and women working in special fields.

Who's Who in the East, *Who's Who in Delaware*, and like compilations give facts about men and women of a smaller territorial division and consequently include many names not in the general issues published for an entire nation.

American Men of Science, *Directory of American Medical Association*, and the *Statesman's Yearbook* also contain valuable material.

Dictionary of American Biography. Especially valuable in locating works of biography.

¹ Secretaries to businessmen should become better acquainted with the special libraries of their city. For instance, many persons in New York are failing to get what they want from the public libraries, yet they do not know that such material can often be found in the various university libraries. The librarians of schools of commerce libraries keep in close touch with business and are often able to gain permission for you to work in a private library. For example, the libraries of some of the large corporations may have just the specialized information you need.

BOOKS FOR RESEARCH (*Continued*)

Encyclopedias (found in all libraries). It must not be supposed that all encyclopedias are practically the same. Each has its special field of emphasis. The following descriptions of some of the better known works will serve to indicate this differentiation: *Britannica*. The fourteenth edition carries material especially designed for business as well as much of the classical material of the older editions.

New International. An excellent series for ready reference. Yearly supplements are especially valuable on new matter.

Americana. Especially good on things American.

Nelson. A loose-leaf set which is perpetually kept up to date. Special fields are covered by such series as *The Encyclopedia of the Social Sciences*, *Exporters' Encyclopedia*, and similar works.

The United States Catalogue with its monthly and annual supplements called *Cumulative Book Index* (found in all libraries) lists the books in print. Give name of book, author, publisher, and price.

Readers' Guide to Periodical Literature with its monthly supplements (found in all libraries) is an indispensable index. Your employer may refer to this work as *Poole's*; if the material for which you are searching was published before 1900, you may use the old name, but more recent works will be found under the new name.

International Index to Periodicals with monthly supplements lists works of other countries.

The Publishers' Weekly (American Book Trade Journal) is an easy and general index to current literature.

Book Review Digest with monthly supplements gives a short résumé of the books published during the period.

New York Times Index with monthly supplements (found in libraries and at the publishers) is an annual publication of the index to the material published in that newspaper during

BOOKS FOR RESEARCH (*Continued*)

the year. A few other large newspapers publish an annual index.

Specialized indexes, such as the *Education Index*, *Industrial Arts Index*, *Engineering Index*, *Accountant Index*, and numerous others covering various fields are rather complete guides to the literature limited to certain professions.

Ayer's *Directory of Newspapers and Periodicals* gives valuable information such as circulation and price of advertising space in American publications.

Custom House Guide. A yearbook especially valuable to exporters and importers.

The Canada Yearbook, *the Japan Yearbook*, and similar yearbooks of other nations give useful statistics and information about trade and economic activities of those countries.

The Insurance Yearbook, *The Bankers' Almanac*, and similar yearly publications give useful information and statistics in limited fields of business.

The Statistical Yearbook of the League of Nations gives useful information on world activities, especially from an economic standpoint.

Reports of U. S. Government Bureaus and Departments such as the *Yearbook of the Department of Agriculture*, are published annually. Business makes much use of this information. A few government publications, such as *The Federal Reserve Bulletin*, are issued monthly.

Commerce Yearbook and *Statistical Abstract*, *Biennial Census of Manufactures*, and the latest *Census of the United States* are especially valuable in compiling statistics in any form of business research.

Moody's Manuals (Banks and Finance, Industrials, Railroads, Public Utilities, and Governments). Especially valuable on securities and industrial setup of organizations which have a financial rating.

BOOKS FOR RESEARCH (*Continued*)

Moody's Investors' Service, Prentice-Hall Tax Services, Standard Statistics Trade and Security Services, and various other loose leaf compilations are widely used in business. Weekly sheets are sent either to supplement or to replace previous material. Be sure to remove obsolete sheets when new sheets are sent to replace them, or one looking through the service may not notice the amendments.

Guide to Reference Books, Isadore Gilbert Mudge, American Library Association, Chicago.

CHAPTER FIFTEEN

Changing Positions

Happiness grows at your own fireside and is not to be picked in any stranger's garden.—DOUGLAS JERROLD.

Reasons for making a change

Few people work for the same firm all their lives. Sometimes changes are made from necessity, but more often they are voluntary. Although there is no virtue in being a "floater," one does grow by different contacts; and a time may come when, after careful thought, you believe it wise to move. Certainly this decision should not come as the result of a sudden flaring up of temper. Everyone will experience days when he would sell his job for a song, but the next day will find him perfectly happy in it. Ordinarily one can make his position either a path to better things or a blind alley, depending upon his attitude toward the work.

Necessary causes

Trade depressions, discontinuance of a department or position, replacement of one officer by another who has his own secretary, transfer of an office to another city, or a change of personal residence may make it imperative to find a new opening. Little tact is necessary in making such a change, as reasons are obvious and one usually leaves with the best wishes of the concern. One large bank laid off seventy-five employees. The personnel department was instructed to find positions for these people or to hold them on four months' salary. In six weeks fifty-four had been placed in positions elsewhere, despite an overcrowded

labor market. The backing of an employer does much to help any person who is seeking employment.

Larger opportunities

Beginners cannot always be choosers. Often the only openings in which they can get that much-needed "experience" are in a business in which they have little interest. After proving themselves capable in these openings that provide them with the necessary training for a field in which they have greater interest, they can frequently make a change for the better. Somehow a feeling has grown up among secretaries that employers stand in the way of their advancement. Contrary to this belief, men are usually very gracious in helping an ambitious employee. They do not wish to see a person holding at thirty years of age the same position which he secured at fifteen, unless the post has been expanded into something worthy of adult efforts. Frequently an employer will advise a valuable secretary to seek work in a broader field if there is no opportunity for a better opening in his own organization.

Incapability

A great man has said that no man is successful until he has been "fired" once. Although this may be an overstatement, such an attitude does lend a ray of hope to one who is crushed down by a feeling of failure. Efficient employment departments will not let an employee go without first showing him wherein he failed in his work and helping him to see how he may put his capabilities to better use. However, not all personnel directors have been trained for their work; we still encounter many of the "ex-butcher" type whose sole idea in dismissing workers is "to kill them off." Such treatment has a disastrous effect on most people. One girl expressed the feeling of many a rudely dismissed employee in these words: "Though I know I was not totally at fault, my morale is completely broken. That one minor defect has assumed such proportions that I am certain I

could never be efficient anywhere." After reasoning out the matter thoroughly with a friend, this girl went back into the same kind of work and made an outstanding success of it. Even though you may not be fitted for one line of work, yet you may be capable of becoming very successful in another. Try to determine the place in which you can do your best work and seek a position in that field. Above all, do not try to get a new position while you are mentally depressed by a conviction of your inferiority. You cannot help transmitting this feeling to anyone who interviews you. Sit down and make a just evaluation of your capabilities, concentrating on how to make your strong qualities most effective and on how to overcome your weaknesses. It is not humanly possible for you to be able to fill every position or suit every employer, so pick up your cross and bear it as best you can.

Disapproval of policies of concern

Once in a while an employee finds that he cannot approve of the policies of a concern with which he secures a position. You may find it most distressing to be requested to do dishonest things. Even though a firm does not demand that you comply with such requests, just knowing that a lack of integrity does exist causes an honest worker to have a very unsettled feeling. One is usually admired for leaving an organization because of inability conscientiously to subscribe to its policies.

As might be expected, unfair or dishonest employers are sometimes malicious in giving wrong impressions of an employee who does not approve of their methods. This tendency to underrate a former employee is usually caused by an anxiety to distract attention from the firm's own defects. Inquirers, upon calling an office which an efficient woman had left because she refused to countenance certain unfair practices, were not given her address. Finally a man who wanted to bid for her services was able to locate her through other channels. When she tried to defend her former firm from a false accusation, she was told: "I admire

your sense of loyalty, but I still think they are a low-principled outfit. I called them four times in attempting to find you, and they, by their insinuations that your location was a mystery, have tried to give an impression that you stole something or committed some equally disgraceful act." The woman's reply was: "I am sorry they are taking this attitude, but of course that is no reason why I should not remain honorable. However, they do know my address, for they have called me to get information several times since I left." It is extremely difficult under such circumstances to maintain an attitude of tolerance. Nevertheless, just the fact that some employers are not fair is no excuse for employees putting themselves on the same level. Given time, such firms usually hurt themselves far more than they do the employee whose chances they are trying to ruin.

Unfulfilled promises

Perhaps more secretaries give up positions because employers fail to carry out extravagant promises, or recognize worth, than for any other reason. It has become quite the vogue in interviews to tell a secretary all of the opportunities offered by a certain position. Good judgment should warn you when the chances for advancement are merely visionary. Nothing has a more deadening effect upon an employee's efforts than to be told that she will be advanced quickly and then to work for two years without hearing any mention of a raise. Usually you should discuss the matter frankly with your employer to find out wherein you are failing to live up to his expectations—and yours. The matter of a raise may have simply escaped his attention.

A man who promises you that, if your work is satisfactory at the end of six months, your salary will be raised five dollars a month gives you something definite upon which to pin your hopes of promotion. Much as we want to make others believe that we work for the love of serving, "money does talk," and we become discouraged without this material evidence of our increasing worth. To counteract this natural feeling of dissatisfaction, many

firms have installed a system which provides for a small automatic increase at the end of each six-month period. This system sets a definite time for taking inventory of the work of employees. One office manager calls each employee into his office on every anniversary of the date of his employment by the firm. His work is discussed, he is given an opportunity to express his personal views about the business, and his salary is raised. Probably this conference does more to give each employee some conception of his personal value than anything else that might be done.

When promises are merely bait for a trap in which to catch unsuspecting workers, you must make a definite decision on a course of action. Because a factory head promised a secretary higher wages than she was getting, she left her position. At the interview she was told that she would receive a separate remittance for the difference between her salary and that of the other secretaries, in order that no dissatisfaction might arise among the employees. When no check had arrived at the end of the sixth week, the girl asked her employer just how she should go about securing the extra remuneration. He said the firm had decided to put her on the same wage level with the other secretaries. The man knew that she had severed her previous connection and thought that she would meekly accept his ultimatum. She answered calmly that she was happy to know their decision, for she was not interested in the work at that salary. After showing him what she was doing with the work at hand, she asked him to have a check for the promised salary ready when she came back with her hat. Her dignity won the man's admiration, but she had to seek other employment immediately.

Incompatibility

Some personalities are not capable of working in harmony, even though both individuals put forth their best efforts. The basis of their incompatibility may be "written in the stars" or some other place quite beyond control of either person, but each will naturally think the other at fault. In such circumstances,

try to discover more congenial surroundings, for little annoyances may destroy your happiness. Work is too important a part of your life to allow yourself to become morbid about it.

A college man advised his secretary to seek a position in which she would be happier. This high-school graduate said that she liked the work but that her employer had a habit which was very annoying to her. Every evening when the man left, he would look around the room, clear his throat, and say, "Well, I'll see you anon." This same adieu made it impossible for her to hide her disgust at what she considered "his one-track mind." Unlike the late Floyd Gibbons of radio fame, this man did not have the benefit of a Wyandotte Club to help him think of an appropriate farewell each evening, but he could feel his secretary's disapproval. This is an absurd case, but most personal differences are equally ridiculous if we come right down to analyzing facts. To think we can hide ill-feeling is a mistake. Complete frankness, ingenuity, and a sense of humor, however, do make minor defects less annoying.

People often sense when things are not right; and, without knowing an explanation for their feeling, they are made extremely unhappy. A couple of tourists passing through a city dropped in on a family gathering. These travelers and the family on whom they were calling had formerly lived in a Far Western town and naturally had much in common. Voices became very loud generally, but the visiting lady spoke in a tone that was scarcely audible. First one and then another of the family lowered his voice, because each thought she disliked noise. Finally the woman said: "I'm sorry to have to ask you to speak louder. I am really not stupid, but I am so deaf I have difficulty in hearing ordinary conversation." The hosts were much relieved because they, not knowing her affliction of recent years, thought her studiously low tone a rebuke to their exuberance. Likewise, many office misunderstandings have an imaginary basis, but they can destroy coöperation. Hastily leaving a position under such circumstances is always foolish. Any change should be based on

a strong and reasoned conviction that it is the best action for all concerned.

Outside interference

Problems quite outside of either personalities or work are sometimes difficult to handle. Members of an employer's family have been known to destroy the efficiency of a secretary. Such interference can usually be overcome, but sometimes the victory is not worth the effort. Reason out the problem from both your own and your employer's angle and act with wisdom.

A young woman held a position with a very capable lawyer, but his private affairs did not meet with her approval. While he kept them from the office, she found his work very pleasant and coöperated with him to the fullest extent. However, when the woman with whom this married man had become involved began to frequent the office, the secretary decided to make a change, giving as her excuse the fact that she had been seeking just such an opening as now presented itself. She left with the best wishes of the attorney. A few months later her successor found herself in court, a witness to a shooting affray that had taken place in the office.

Promotion

The happiest kind of change is usually that which comes in the way of promotion. Secretarial work offers an opportunity to learn much about a business. Your own organization and others are looking for people with training and experience necessary to fill positions higher up. If you have made your presence felt, you eliminate any necessity for taking the initiative in seeking a wider field of endeavor.

Methods of seeking new positions

Unquestionably most positions are procured through friends who hear of openings. In many large organizations this waiting list of applicants recommended by employees and officers is

so large that managers seldom go outside the office to fill vacancies. Others prefer not to hire friends of employees, thinking that discipline is harder to maintain among close friends and relatives. Some have a favorite employment agency which supplies them with applicants. A paid agency usually saves time because it does not (or should not) send people to positions for which they are not fitted. Because agencies receive a commission on the number of placements they make, they cannot afford to give a competitor time to supply a superior applicant. An open advertisement in a newspaper sometimes carries a notice of a vacancy in a high-class firm. Direct application is often productive of results, especially if the application can be filed to await future developments. However, it takes a strong personality to open the portals of some of our large organizations to an unsolicited applicant, and so seeking employment without a definite lead is usually a waste of time.

Selling your services

Regardless of the method by which you find a vacancy, the ultimate securing of a position will depend upon your ability "to sell yourself." Careful attention should be given to the three steps necessary in every sale—approach, demonstration, and conclusion.

Qualifications

Find out as much as you can about the firm with whom you are seeking employment. As soon as you learn that there are positions in which you would not be successful and firms with which you would not want to be connected, you will aid in putting your profession on a higher level. After having decided that a firm is one with which you would like to become affiliated, make a list of your qualifications to fill the position. Never lose sight of the fact that a firm is interested in what *you* can offer *them*. That you have always wanted to work for the Bede Construction Company may be a good reason for your seeking employment there, but its personnel director will be more interested in know-

ing just what you can give to the Bede Construction Company in the way of capable service.

Dress

So much is said about the necessity for proper dress in business that it would seem unnecessary to stress this point in the approach, but a few secretaries even yet do not seem to realize that dress forms a background that cannot be ignored.

A man once hired a very inferior girl in preference to one who later made herself one of the most efficient secretaries in our national capital. Within a year the head office asked this branch manager to dismiss his secretary because of her inaccurate work. He came to the employment department of the same school for another girl. In talking over his choice of the previous year, his explanation was that the first girl had applied for the position in a semi-evening gown and he "had to keep his mind on his work." The girl lost an opportunity because she was not dressed suitably, yet she was able to pass a civil service examination with high honors and to advance rapidly after she secured an opening.

An excellent young man was refused a secretarial position for which he was well fitted. When questioned by the employment agency, the employer said the prospective secretary appeared for the interview attired in a hunting suit, and he was afraid the young man would be requesting too much time off for sports.

Poise

The first step in the demonstration of your ability to fill any position is to gain and maintain self-control. Few people who apply for work are well poised; they do things which must seem perfectly ridiculous even to themselves. Try to realize that an employer is often as nervous as you are, because he has more at stake. Think what a blow it is going to be to his judgment if he picks a "lemon" out of all the "peaches" from which he can choose! It is an act of graciousness on your part to do your utmost to make an interview easier for him. In concentrating

on how you can help your prospective employer, you will lose much of your self-consciousness.

An interview

Give an interviewer your qualifications as concisely as possible, and avoid irrelevant details. A paper listing information usually contained on an application blank will help to put these facts graphically before an employer and consequently will save time at an interview. Avoid such expressions as "125 words a minute" and "two sets of bookkeeping," unless you are dealing with a commercial teacher. An ordinary employer would have to rush out to ascertain from someone else whether "two sets" would enable you to keep his books. Remember that a personal interview is arranged to give an employer an idea of *you*; many people send a written résumé of their personal data before they appear because they want nothing to distract attention during an interview. Ask a few questions about the work; most employers are impressed to notice you have business sense enough not to take work about which you know nothing. No interview should be one-sided; you can only judge your ability to fill any position after you have a clear idea of the duties involved.

Honesty in statements

In every interview two extremes must be carefully weighed to strike a proper balance. Absolute honesty is one course to pursue, as nothing is gained by making untrue statements. Nevertheless, there is a bald truth which is often mistaken for uncertainty. For example, a young college man with four years of experience applied for a position in his field. Instead of saying that he thought he could do the new work, he said he didn't know whether he could or not. A man with no better qualifications got the job because he showed confidence in his own ability. No one knows whether or not he can do new work until he has tried it. A certain amount of courage is needed to present your case impartially and yet forcefully at an interview.

A girl was chosen from among several experienced bookkeepers. When asked whether she knew much about accounting she said, "No, but I have looked over your books and I could keep them." In discussing the applicants later, the executive recalled this girl's remark. He said to his secretary, "I would rather trust her than the others because she is aware of what she *does* know as well as of what she *does not*."

Secretarial examinations

Employers have a right to demand the privilege of testing your ability. Many so-called secretaries are hired who neither write shorthand nor type. It is very embarrassing for an employer to discover this lack when he is ready to have some work done. Feeling against the "job test" is founded on inability to do really good work. Of course, many good secretaries fail in these tests. But why do they fail? Simply because they have taken too few tests or because they do not ask questions. They take a letter, pretending they are getting it, but when they leave the dictator they have to admit they have left out words. Office dictation is not a speed test, and an employer is usually glad to repeat what is not clear to you. If you do not have intelligence enough to ask necessary questions, you should not resent being rejected for the position.

Civil service examinations

A recently published estimate was to the effect that one out of every eight workers in this country is employed in some form of government work—Federal, state, or local. Many of these political units are now using competitive examinations as a means for choosing candidates for positions. Federal examinations for stenographers, typists, dictaphone operators, business machine operators, file clerks, and telephone operators are given as lists of qualified candidates are exhausted. Communicate with your local post office regarding these examinations or ask that your

name be placed on file with the U. S. Civil Service Commission, Washington, D. C.

Take a number of these examinations in order that you may learn the technique of taking such tests. Old examinations can be purchased which form an excellent basis for study. Be sure that you have a reserve of speed and accuracy for the test you attempt; positions are filled from the names highest on the lists, and contestants who get only a passing grade may have to wait years for appointment.

Applicants who are in small communities must realize that living expenses in Washington (or in any other large city) are much higher than they are at home. For example, a man in a small city took a civil service examination and passed with a very high grade. Local newspapers heralded his appointment to an opening in New York City. His dreams of prosperity were shattered when he got to New York and found that \$1,560 was a very small amount with which to support a wife and two children. A mere \$80 a month in his home town purchased real luxury when compared with what his new salary could cover in a large city.

The letter of application

Letters of application sometimes precede an interview, occasionally follow it, and frequently form a part of the application blank. Of course, the tone will vary according to the time at which the letter is submitted, but it should always sell your services. Get several books in which you may study directions for writing letters of application. A study of sales letters is also valuable, but you must be careful not to make an application too obviously a sales effort. Your letter should be original, even if you are writing for a position about which you have no information. One is always rather interested in viewing fifty letters of application; usually at least ten of them will have been taken from the same standard textbook on English. Naturally these

do not make much impression on an employer, even though they are typed in neat form.

A good letter of application is the result of careful study plus individual application of knowledge thus acquired. In every effort should be made to give the information desired. Margins should be wide and spacing uniform. The setup should be such that it draws attention through correctness rather than through uniqueness. No erasures or strike-overs are permissible. Retype a letter fifty times rather than let it go out in slovenly form. An applicant's address and telephone number should always be included in an application or typed in the position where the annotation is usually found. Above all, the letter should be signed and stamped; an incredibly large number of letters of application are received which either bear no signature or carry no postage.

Analysis of model letter

Because no letter of application will please everyone, your own letter will stand as good a chance of producing the desired effect (landing the job) as one which you copy from an English text. If secretaries could see the letters of criticism that come to a publishing house after such books are released, they would be hesitant about regarding the letters as models. Nevertheless, the author has had the courage to include a model letter of application in this text, not to be copied (we beseech you) but to illustrate some points gleaned from a study of thousands of such letters.

First, the letter on page 335 should be written on white paper of business size ($8\frac{1}{2} \times 11$). The same size and color would be appropriate if it were written by hand to illustrate penmanship ability, which is sometimes requested in an advertisement.

The clipping is placed in the position of the address. Library paste or rubber cement securely fastens it even with the margin. Edges are neatly cut, not torn. A twofold advantage results in having the advertisement in this position: first, the exact questions are in front of the writer and reader while they are writing and

915 Madison Avenue,
New York, N. Y.,
June 5, 194-

SECRETARY-STENOGRAPHER capable of handling details of manager's office, correspondence, &c., state age, experience, education, and salary expected R 404 Times.

Gentlemen:

My qualifications seem to fit me for the secretarial position that you advertise in this morning's New York Times.

I am twenty-eight years of age, a graduate of Gaines Business School and New York University (Bachelor of Commercial Science degree), and have had six years of stenographic experience.

At present I am secretary to the sales manager of a large silk mill. Much of the correspondence of our office I am able to handle without dictation. At times my superior officer is away for several weeks and during his absences I have full responsibility for all office details.

A salary of thirty-five dollars a week would interest me if the position were one in which I might become valuable to the employer. A change in managerial personnel makes it desirable for me to seek a new opening within the next few months.

You may reach me either by writing to the above address or by calling MADison 2-8693. An interview can be arranged for any day during the week between twelve and two or after five-thirty in the evening.

Very truly yours,

Marian J. Smith
(Miss) Marian J. Smith

reading the letter, and second it eliminates any occasion for writing R 404 Times which is often unintelligible to the advertiser. One firm advertised for a carpenter, a junior architect, and a bookkeeper the same day. An application was received which might have been an answer to any one of the three advertisements; others had to be read nearly through before they could be classified. Especially confusing is this indefiniteness when more than one secretarial position is being advertised the same day.

Notice that the first paragraph does not begin with *I*, which immediately sets the application apart from the majority of replies. Each paragraph begins with a different word.

The reply covers every point in the ad, but it does not give more information than is requested. Since religion, references, and similar stipulations are not mentioned, they are not included. Extraneous items only serve to clutter up a letter and may be the very points which kill an applicant's chances. In other words, don't tell a man all about yourself; an air of mystery often leads him to think he should investigate your qualifications.

The letter does not say that the applicant *wants* to be considered. For what other reason would one write such a letter? Likewise, the letter does not say that the applicant *knows* she can meet the requirements. How could one know from such a meager sketch? Also, the letter does not say the applicant *will be happy* to work for the firm. At a personal interview, she will be much better able to say that convincingly.

The name of the present employer is not given. Consequently it eliminates any danger that a merely curious employment department (a window shopper for help) will call the applicant's office and annoy the firm by asking questions about her work.

Had the advertisement requested "a pleasing personality," the applicant would obviously be quite unwise to say she had one. A photograph is sometimes an effective means of enabling the advertiser to judge your personality. Send a business photograph, not one of the theatrical variety. Your eyes should meet those

of the viewer; a dreamy, pensive mood has little appeal in business. No mounting is desirable. The size of picture used on a chauffeur's license is best suited for applications, but the finish should be better than on such pictures. Have a photograph taken in a good studio where it will be so retouched as to make it a true representation of your appearance. Cheap pictures are usually so poor in finish that one finds himself much like the seasick man who, after he was three days out, said he began to look like his passport picture. A "seasick" photograph will not be likely to help any advertiser make a decision in your favor.

That individuals are negatively and favorably impressed by the same letter of application was forcefully brought to the attention of the writer during the preparation of this book. One of the publisher's editors received a mimeographed letter, quite evidently a circular letter that was being mailed by a young college graduate to a number of publishing houses. The letter was a flagrant breach of application etiquette, and, as a warning to secretaries to avoid this method, the author decided to add this paragraph to the galley proof of this book. You may imagine her consternation when she sat down to read her favorite local paper to find an editorial commending the letter and the young man who had initiative enough to advertise his wares in this energetic manner. Another item told of placing the young man on the staff of the publication. All the author can say is that she still agrees with her publishers on the desirability of *original copies* of all material (except references) sent as part of a letter of application. You may not agree and if you secure a position by submitting mimeographed qualifications, we wish you the best of luck in it.

The application blank

A firm's application blank usually covers not only points needed as a basis of employment, but also data which will be wanted for personnel files in case of acceptance. The blank frequently has one side upon which to write a letter of application, setting forth your qualifications for the position for which you are applying.

Never repeat in a letter such data as age, experience, education, and other information which has been given in the body of the questionnaire, unless you are mentioning them indirectly to bring out some peculiar fitness. Special activities, talents, and experience may be cited, though they apparently have no bearing on the position.

Be sure that all statements are correct. Surprisingly often good impressions made by an applicant during her interview are shattered when the statements on her application blank are checked. What shall we say in listing an unfortunate experience? Nothing anyone could say will change personal opinions on this question. However, boldly facing any charge is usually better than trying to hide it. A secretary was dismissed in an underhand manner during a depression because her firm wanted to give another girl the position. Although the young woman was told not to disclose this fact if she wanted to secure work at the time, she felt she could not work with a free conscience for a person who did not know that she lost her former position, especially if she had to work under the fear that he might make the discovery at any time. When asked why she was making a change, she therefore said: "I was dismissed because of 'unsatisfactory work.' Whatever I or anyone else may think of the charge, it still remains a fact which I want you to know." She interviewed three people, got the third position, and was recalled to both of the others. Absolute honesty is so uncommon that it seldom fails to make an impression.

The decision

Whether you are accepted or rejected, make your exit effective. Thank a man for time he has given you. Even if you have not been able to fill the requirements of this particular position, a pleasant manner may cause an interviewer to recall you or to recommend you for an opening which you can fill.

If you have been accepted, it will be necessary to find out all about the work and make arrangements for beginning with the

new firm. Usually some notice of resignation must be given if you are employed. Two weeks, which are generally accepted as sufficient time in most secretarial positions, may be altogether inadequate if you have assumed many duties. Occasionally immediate release can be secured, but the length of time should always be settled to the mutual satisfaction of your present employer and yourself, if this is humanly possible.

Preparation for leaving old position

Many secretaries feel that leaving a position gives them the privilege of slighting their work. If you have been efficient, you have assumed many detailed duties which are going to be very difficult for another person to take over. Leave a schedule of your work that can be easily followed after you have gone. A new secretary, questioned as to what she was doing, said, "Studying the Outline of Duties." The employer exclaimed, "I didn't know we had such a thing!" Many employers do not know of its existence, but a good secretary is not going to plunge her successor into a maze of detail without some guide. Everything will be labeled and put in order. Even under unpleasant circumstances, one is respected for having given "the last full measure of devotion" to the work that has been his. Good wishes and interest of fellow employees and employer are always welcomed, but it is generally advisable to get away with as little disturbance as possible. Although it is flattering to leave amid expressions of good will, the routine of an office may be seriously disrupted by too many farewells. If you cannot say something good about your employer, say nothing. When it becomes absolutely necessary to give a reason for quitting, be sure that you do not assume a bitter attitude. Never allow your mind to dwell on your grievances; it is every person's duty to maintain a happy outlook on life.

Recommendations

Letters of recommendation should be written at the time you leave the employ of an organization because, with the changing of

personnel, it may be difficult to obtain them later. An open letter is not generally acceptable, but some firms require this formal type of recommendation, and schools which give credit for business experience often accept such evidence of employment. In any event, an open letter of recommendation is better than the embarrassment of having a new personnel manager inform your inquirer that he never heard of you, or the hopelessness of trying to get a recommendation from a dead man. Certainly a firm should not be unwilling to give you an "honorable discharge" which you may file for future use.

Always send *copies* of recommendations with your applications, because *originals* are not usually returned. Of course, direct recommendation is by far the preferable type. Do not hesitate to ask the privilege of using the name of your employer as a reference; he is usually happy to say a word in your behalf.

Becoming accustomed to new position

The more you have liked your former work and employer, the more difficult it will be for you to become "acclimated" to a new position. You will find things that will annoy you immeasurably. Be patient and do not make unfair comparisons. Refrain from saying, "We always did it this way" or "Mr. Brown wouldn't have done that." A new employer dislikes to have his predecessor quoted frequently.

Exercising authority

If you have assumed a position of authority in your old organization, it will be extremely hard to become accustomed to your new rôle. You are likely to forget that you gained that prestige because you proved yourself worthy. In this new position the same proof will be required.

A few years ago a branch manager of a large concern was promoted and brought to the main office to head a certain department. This large office was highly departmentalized, each man having his own little niche in which to operate. In the

branch the manager had supervised all activities, with the result that he could pass upon all questions which arose in the main office. Because of his pleasant manner, clerks came to him with any papers they wanted signed. Many departments were in consternation over this promiscuous use of his official signature. The result was that a feeling of resentment against the man developed before he realized that he must restrict his authority to his own department.

Inaugurating changes

Above all things, establish yourself before attempting to revolutionize office procedure. It is better to allow things to run along as usual until you are sure of your ground. Conditions of which you are unaware may have influenced your predecessor to install certain systems. We are all, more or less, creatures of habit and a sure means of becoming unpopular is to try to make other people suddenly do their work by a different method. We may do work in a certain way for years without giving the matter any special thought, but if the method is changed we begin to reason about the matter. Much persuasion is needed to change our opinions if the new way does not at first seem easier. A beginner must conform to ways of older employees, at least temporarily.

A high-school principal who went to a new school radically changed the procedure established by his predecessor. The new man was probably right in thinking that the whole town "had got into a rut," but he should not have expected to jar them out of it at once. The man who had spent twenty-five years as head of that school had been liked; some of his customs had become securely linked with the life of the community. Patrons tolerated the new man's innovations until he attempted to change the senior banquet into a basket picnic. This traditional feature of commencement was almost a sacred custom. Fathers and mothers remembered how they had been thrilled by the big hotel reception, and they wanted their children to share in its joys.

Had the principal introduced new features gradually, he would have been hailed as a man of ideas; as it was, he became heartily disliked.

The first morning an experienced secretary went on a new job, she said, "Would you like to give me dictation or shall I clean the files?" Although her employer thought the files might be in bad condition, his loyalty to the girl who had been with him for years impelled him to answer curtly, "I'll dictate." How much better if she had said, "I should like to become accustomed to the files."

Working overtime

No matter how simple a new job may be, you will have to study problems and details in order to make your work of the highest order. With a change of position responsibility will have been added if you have made a forward move. Don't be afraid at first to put into your work the best hours of your day in order to master details quickly. A young man who went into a large bank stayed late every night. When asked why he did this, he laughingly replied, "Oh, I promised myself I'd be president in six weeks." This spirit of earnestness should permeate the work of a beginner in any work. Overtime is usually a valuable means of obtaining basic information, unless it contrasts too unfavorably with the habits of other employees, and provided it does not exceed the maximum number of working hours per week as established by law. Only extreme tact can carry you over the period of adjustment in a new position.

Progress in work

No book or person can make sweeping generalizations on secretarial work and still remain practical. Any act that affects human conduct may be the right thing to do in one case and the wrong thing to do in another. Each position is peculiarly individual and must be handled accordingly. Keep your own counsel and fight your own fight. If you really do know the

general principles of secretarial work, and not just the routine of your former office, you will soon be able to demonstrate that you are a worthy workman. As soon as you have gained the confidence of your associates, you should be able to go on to bigger and better things.

BOOKS THAT WILL HELP YOU IN PROCURING A POSITION

PERSONAL SALESMANSHIP:

The Strategy of Job Finding, George J. Lyons and Harmon Martin, Prentice-Hall, Inc., New York.

The Young Man in Business, Howard Lee Davis, John Wiley & Sons, Inc., New York.

Psychology of Personal Selling, A. J. Snow, A. W. Shaw Co., New York.

Making the Most of Your Life, Morgan & Webb, Ray Long and Richard H. Smith, New York.

Personality and Personal Analysis, J. J. Theobald, Prentice-Hall, Inc., New York.

How to Win What You Want, Kenneth Goode, Prentice-Hall, Inc., New York.

Pick Your Job—and Land It! S. W. and M. G. Edlund, Prentice-Hall, Inc., New York.

PERSONNEL ADMINISTRATION AND PRACTICE:

Personnel Administration, Tead & Metcalf, McGraw-Hill Book Co., New York.

Applied Personnel Administration, J. E. Walters, John Wiley & Sons, Inc., New York.

LETTERS OF APPLICATION:

Business Letters, Ralph Leslie Johns, The Gregg Publishing Co., New York.

The Art of Writing Business Letters, M. A. Shaahen, Houghton Mifflin Co., New York.

Business Letter Practice, John P. Opdycke, Isaac Pitman & Sons, New York.

The Business Letter, Its Principles and Problems, Carl A. Naether, D. Appleton & Co., New York.

Effective Business Letters, Gardner & Aurner, The Ronald Press Co., New York.

English in Modern Business, Babenroth and McNamara, Prentice-Hall, Inc., New York.

Business Executive's Handbook (Revised), edited by Stanley M. Brown, Prentice-Hall, Inc., New York.

PART TWO

What to Write
and
How to Write It

CHAPTER SIXTEEN

Common Criticisms of Secretaries

I like not only to be loved, but to be told that I am loved.
The realm of silence is large enough beyond the grave.

—GEORGE ELIOT.

Happiness and sensitiveness

A young man was criticized because he refused to give his secretary the "bawling out" which his superior prescribed as a threat to all who failed to reach perfection in some part of their work. The young man replied, "I have explained her error to her; 'one can always catch more flies with sugar than with vinegar.'" Sad as we may deem the fact, not all businessmen are as wise as this young officer. Therefore, secretaries must harden themselves against feeling too deeply affected by seemingly harsh treatment. They should expect to make errors which will annoy their employers (and themselves) and should be prepared to meet a reprimand with good grace.

Little is gained by spasms of irritation in which some employers indulge at the merest deviation from what they consider the correct way of handling a matter; however, you will be much happier if you learn to look upon these outbursts as safety valves through the release of which office atmosphere is cleared. You will never know how refreshing a good spell of temper is until you work in an office with a man who says nothing to his secretary about her faults but who poses to others as a long-suffering martyr to the cause of providing work for inefficient secretaries. Nothing can equal an honest secretary's disdain for these spineless creatures, who, lacking the courage to criticize direct, delegate to someone else the task of drawing the girl's attention to her failings.

Although such lack of plain dealing seems particularly abhorrent in a man's character, employers are not usually so guilty of exercising this trait as are secretaries themselves. Often when an employee lacks the courage to tell a man what she thinks of a little matter of office procedure, she sulks about it or goes out to the rest room to share her grievance with other secretaries. Is it any wonder that employers lose confidence in a secretary "with a wonderful disposition" when they hear from others reports of her dissatisfaction?

Any young secretary who is earnestly desirous of being very successful in a position finds it hard not to be mortally wounded when those who lack executive tact harshly criticize her efforts. In one instance, a young girl was doing such excellent work that her employer had for six months been boasting to others of her ability. One day, without giving the girl a chance to explain, her employer grabbed some work from her hands and gave it to an older woman to do. The woman did not explain that the work had been finished when she received it, but took credit for having rectified what the employer, at a hasty glance, had presumed was an error. The young girl allowed this incident to spoil a delightful week end and cried every evening of the following week. We all know when the other fellow is doing the weeping that such a reaction is silly, but resolve and self-esteem tumble at most unexpected moments.

Remember, if you did not feel harsh treatment, you would not be sensitive enough to see what an employer wants done. However, nothing is more distracting to an employer than a secretary whose feelings are always susceptible to being hurt. One man says he attributes his secretarial success to the fact that he has developed a "hide like an elephant." Certainly you can be miserably unhappy if you are too "thin-skinned."

Responsibility and abuse

A speaker recently said, "Washington was a great man because he was willing to accept responsibility and the abuse that goes

with it." You will probably be a great secretary because of an ability which you develop to accept *responsibility* and *abuse*. Of course, businessmen will throw up their hands in horror at such a statement for they will all declare that they do not abuse their secretaries. Were one to study intentions she would have to grant this claim, but *abuse* still remains "rude reproach" regardless of a giver's intention. Because the one receiving criticism is usually more sensitive than the one giving it, she realizes more keenly the fact that the border line has been crossed.

Because it is the prime duty of a secretary to assume responsibility for carrying out part of her employer's work, she must expect to stimulate criticism by those whose judgments differ from hers. Witness the unfair remarks made about the work of some of our best political leaders, and you will realize that one must strive on, confident in her own knowledge that her work is good, rather than allow herself to pay too much attention to others' opinions. If there is never any adverse comment on your efforts, you should look into the matter. You are probably doing nothing—that is, nothing on your own initiative. With an employer who is a natural dictator, a secretary can easily fall into the habit of merely carrying out his commands. In your next position, however, you may find that you have become incapable of acting without detailed instructions.

Ambition killed by criticism

Of course you will desire your employer to show his approbation of your efforts; but if he fails to do so, never become so discouraged that you do not keep striving to improve your work. Many employers understand an employee's thirst for appreciation and praise, and bestow them ungrudgingly, especially while a secretary is in the throes of learning new duties and adapting herself to a new environment. Other employers are less considerate. In the long run, the most worth-while employer is one who has a single eye for promoting his business, and the secretary to such a man will do well to realize and then be content with

the knowledge that the absence of unfavorable criticism is often the equivalent of approval. One should not allow the stimulation derived from expressions of appreciation to become a needed incentive to secretarial growth.

Some people simply do not have the endurance to stand up under constant criticism. An old Negro mother called her growing boy "Perscription." A visitor, interested in the name, asked its origin. She answered, "It's so hard to get him filled." Too much criticism so discourages some secretaries that they just term their employer "Perscription" and, being convinced they cannot fill his wants, they cease to struggle toward that end. However, such an attitude defeats their own desire for growth and advancement.

Recognizing errors

Every criticism of secretarial work has some foundation, whether it lies in a secretary's inherent weakness or in the overdevelopment of a critical attitude on the part of an employer. It is amazing how much work some businessmen expect for ten dollars a week; equally confounding is the little amount of effort some secretaries are willing to put forth for forty dollars a week. Anyone who sits in an employment office of a business school and listens to tales of woe unfolded by both employers and employees finds a sense of humor an essential part of his mental equipment if he is to keep from becoming cynical. With the development of a skeptical sympathy comes a realization that failures result ordinarily from ignorance and not from intent, for everyone wants to do well.

In spite of the famous admonition of Burns, we refuse "to see ourselves as others see us." Lack of understanding of each other's problems causes office friction. William T. Ellis said: "I have several millionaires among my friends. Talking to them steadies my thinking on social and economic problems. If I associated only with working people, I would become a Red." Likewise, let us have a few employers among our friends. If we associate

only with secretaries, we shall be in danger of becoming "Office Reds." By considering criticisms employers commonly make about their secretaries, we shall be able to steady our thinking concerning secretarial problems. Although, for every secretarial failing mentioned, an equally grave fault may be found in employers, we shall pass over the latter's deficiencies with a smile and try to confine ourselves to concentrating on secretarial standards.

Negative and positive learning

A man teaching a course in poetry appreciation had all his students in such a critical frame of mind that they adopted a negative view toward every poem they read. Another teacher took the class and began explaining the beauties of poetry. When asked to point out defects in a poem which the former teacher had torn to shreds, the instructor looked at his course of study and said, "My schedule lists this as a course in literary *appreciation*, not *criticism*."

We all number among our friends those who "appreciate" music so much they cannot listen to an ordinary song, so conscious are they of its defects. Because of the ill effects resulting from a critical attitude that kills the joy in learning, the past few years have seen teaching standards adhering rigidly to a principle of positive learning. Consequently, we have developed a Pollyanna type of student who lacks ability either to criticize others or to take criticism sanely. Now we are swinging back to a balance of both kinds of learning, hoping that students will analyze constructively what they hear and read, and still retain a certain discriminating quality in their thinking. A secretary should be able to meet the harsh criticism of a businessman and not take it too personally.

Until one becomes imbued with love for a subject, he has no business taking a course in criticism. Likewise, when one has learned the fundamental beauty of an art, a critical study of the work of others will enable him to profit in his own work through

appraising errors made by those who have gone before him. In order that your office work may be made more nearly perfect, we shall direct our study of secretarial art toward an analysis of some common pitfalls encountered by secretaries. Secretarial training has too long been built upon a false premise—a perfect secretary to a perfect employer in a model office. Business simply does not attain that ideal, and we must be brave enough to face facts as they exist without becoming too discouraged to profit by criticisms.

Personal ideals in writing

In no part of the field of secretarial endeavor is one so open to criticism as in writing. A secretary may violate every rule of business procedure, yet it is usually a letter in which an employer finds definite proof that she is not a good secretary.

Writing is difficult because it is a personal matter; every person thinks he is a writer and discounts the judgment of those who do not admire his style. Many businessmen have had no special training in letter writing (there are probably twenty such men for every one secretary who has “picked up” her letter-writing ability), but secretaries must be resigned to the fact that they will be blamed for poor office letters.

Men usually recognize a poor letter when they see it; mature judgment and a monetary interest in its results make them more critical of content. An employer *sees* a letter and recognizes its *written* perfections and imperfections, yet he may not have concentrated on these points when he was dictating. His secretary *hears* a letter with all of its *dictated* perfections and imperfections, yet she concentrates on turning out an accurate transcription of what she hears. Because both are doing the best work possible, each is inclined to be irritated at the other’s shortcomings. This unfortunate difference between “ear-mindedness” and “eye-mindedness” is a cause of much friction in an office without either employer or secretary being aware of the difficulties it creates. A dictator says, “Wouldn’t you think that girl would know

enough not to write whatever she hears?" and a secretary says, "Wouldn't you think that man would know enough to dictate what he means?" The real difficulty is that neither is aware of the other's problems.

The second part of this book is designed to help both secretary and employer in improving office writing. A discussion of common pitfalls and a résumé of the best practices as recommended by authorities in the field of writing have been tempered by practical knowledge of what is being required in many lines of business. When you are in doubt, follow this study of business writing; your employer also will welcome some such authority to settle matters which are confusing to him. However, a decided effort has been made to point out that arbitrary rules cannot be laid down; if your employer wants a thing written one way, you will cheerfully comply with his wishes, for that is what you are paid to do. Often secretaries who are careful of their own English make themselves distinctly disagreeable if a dictator objects to one of the forms recommended in their pet handbook on writing.

Read constructive biographies of any of these persons when you are particularly depressed with office difficulties.

MEN AND WOMEN WHO CONQUERED DIFFICULTIES

Andrew Carnegie
Thomas A. Edison
Cyrus W. Field
John R. Gregg
Alexander Hamilton
Helen Keller
Abraham Lincoln
John Muir
John Pershing
Theodore Roosevelt
Charles M. Schwab
Ernestine Schumann-Heink
George Washington
Walter Chrysler

CHAPTER SEVENTEEN

Spelling Difficulties

A man should never be ashamed to admit that he has been in the wrong, which is but saying in other words that he is wiser today than he was yesterday.—POPE.

Modern spelling ability

To hear some employers complain about their secretaries' spelling, one would think that spelling had become a lost art. This is really not so, for people today are, generally speaking, much better spellers than were those of the past generation. Secretaries are even better spellers than persons of equal age and experience in other lines of endeavor. Therefore, do not get an inferiority complex over your spelling. Remember, though, that a typewriter makes it imperative that each word you write be absolutely correct. For instance, in writing the word *license* in longhand, it is possible so to blur the *s* and *c* that the reader will not notice a mistake in spelling. Some copies of rough drafts and longhand letters written by executives are ample proof of how in "the good old days" they perfected the art of thus concealing their inability to spell. You, as a modern secretary, cannot hope to hide your misspelling in any such manner.

Detecting others' errors

It is easy to see errors that another has made, because two people are not likely to have a tendency to misspell the same words. For this reason an employer will be much better able to notice your errors than you yourself will. Therefore you must concentrate on your weaknesses. Similarly, when you read proof on material prepared by someone else, you will find it comparatively easy to note defects. When you think you detect a misspelling, never

pass over it because you think the other person must be right. If you form a habit of verifying words which do not look correct to you, you will find in time that your spelling has improved.

Technical spelling

Because trade terms are especially confusing, make a rapid study of technical words used in any new line of work. Letters containing incorrectly spelled words of a specialized nature will be criticized by recipients, to whom the vocabulary of their trade has become common knowledge. We must be tolerant with those who forget that new words are always difficult to spell. A young man from a lawyer's office volunteered to write some letters for a cement dealer one day when the latter's secretary failed to report for work. Even the fact that he was paying nothing for these services did not deter the dealer from advertising to the whole building that the young man "couldn't spell." Today that secretary, who was so unfairly criticized, is a successful court reporter, while the critical businessman's firm is in bankruptcy. To give a second instance, a wealthy college graduate, whose first position was with an automobile agency, committed the grievous sin of thinking that *cy* was the proper way to begin the word *simonizing*. Although you cannot reach the level of your employer's technical experience at once, never allow yourself to think that you cannot ultimately do so.

Constant use of the dictionary

Spelling is largely a matter of experience. If you have read much, you will ordinarily spell well. You should not be expected to spell all words correctly, but you should be familiar enough with our language to know when you are not sure of a spelling. Then, if you do not verify the word in a dictionary, you are just too lazy to deserve sympathy. A small dictionary on your desk for ready reference and an unabridged dictionary in your office are prime requisites for well-spelled letters. An applicant who carried a dictionary in her hand when she went to apply for a

position was chosen for the post without further questioning, because the employer was impressed with her thoroughness.

Rules for spelling

You will find it very profitable to make a careful study of the spelling rules given in the front of a standard dictionary or in any good spelling book. Even though most of these rules have a discouragingly large number of exceptions, they are valuable aids to good spelling. A few of the most helpful are summarized on the following pages.

1. *Doubling the final consonant.*—In adding a suffix which begins with a vowel to a word *accented on the last syllable* and ending in a consonant, double the final consonant.

begin, beginning; compel, compelled; transfer, transferred

When the accent *does not* fall on the last syllable of the word, the final consonant *is not* doubled.

marvel, marveled; travel, traveled; profit, profited
jewel, jeweled; focus, focused

When a monosyllabic word ends in a *single consonant* preceded by a *single vowel*, double the final consonant before adding a suffix beginning with a vowel.

bag, baggage; hot, hotter; plan, planning

When the single consonant *is not* preceded by a single vowel, the final consonant *is not* doubled.

brief, briefer; act, acted; laud, laudable

2. *Dropping the final "e."*—In adding a suffix which *begins* with a vowel to a word ending in *e*, drop the final *e*.

come, coming; shape, shaping; bride, bridal

Final *e* following *c* or *g* is not dropped when the suffix *able* or *ous* is added.

service, serviceable; manage, manageable; notice, noticeable;
courage, courageous; advantage, advantageous

All other words drop the final *e* before adding *able* or *ible*.

sale, salable; like, likable; sense, sensible

You who are in the habit of using *able* for practically all words ending in that sound "because only a few take *ible*" should learn which words those *few* are. The following list includes most of the words which end in *ible*. Note that very few of them are uncommon words.

accessible	dirigible	inaudible
adducible	discernible	incombustible
alible	discussible	incompatible
audible	dismissible	incompressible
avertible	dissectible	incontrovertible
cohesible	divisible	inconvincible
collapsible	edible	incorrigible
combustible	eligible	incredible
comestible	enforcible	indefeasible
compatible	exhaustible	indefensible
comprehensible	expansible	indelible
compressible	expressible	indigestible
conductible	fallible	indivertible
contemptible	feasible	indivisible
convertible	flexible	inducible
convincible	forcible	inexhaustible
corrigible	fungible	inexpansible
corruptible	fusible	infallible
crucible	gullible	infeasible
deducible	horrible	inflexible
deductible	ignitable	insensible
defectible	illegible	insuppressible
defensible	imperceptible	insusceptible
delible	impermissible	intangible
derisible	impossible	intelligible
destructible	inaccessible	intercontrovertible
diffusible	inadmissible	inventible
digestible	inapprehensible	invertible

invincible	partible	sensible
invisible	perceptible	suppressible
irascible	permissible	susceptible
irreducible	plausible	tangible
irremissible	possible	tensible
irrepressible	prescriptible	terrible
irresistible	reëligible	thurable
legible	reprehensible	transmissible
negligible	resistible	undigestible
omissible	responsible	unintelligible
ostensible	reversible	visible

But, in adding to words ending in *e* a suffix which begins with a consonant, do not drop the final *e*.

hate, hateful; manage, management; move, movement

However, if a word ends in *dge*, the *e* is dropped before *ment* is added.

judge, judgment; acknowledge, acknowledgment

In adding any suffix to a word ending in two *e*'s, do not drop the final *e*.

agree, agreement; guarantee, guaranteeing

3. *Forming plurals of nouns*.—When the final *y* is preceded by a vowel, simply add *s*.

attorney, attorneys; survey, surveys

When the final *y* is not preceded by a vowel, change the *y* to *i* and add *es*.

entry, entries; delivery, deliveries; annuity, annuities

Note: The same rules hold when *s* or *d* is added to a verb ending in *y*.

survey, surveys, surveyed; try, tries, tried

When the final *o* is preceded by a *consonant*, add *es*.

veto, vetoes; cargo, cargoes; tomato, tomatoes

When the final *o* is preceded by a *vowel*, or when the word is a musical term, add only *s*.

portfolio, portfolios; radio, radios; rodeo, rodeos; piano, pianos;
solo, solos; cello, cellos

For most nouns that end in *f* or *fe*, change the *f* to *v* and add *es*.

shelf, shelves; half, halves; knife, knives

Common exceptions: belief, beliefs, brief, briefs; chief, chiefs;
proof, proofs.

Many nouns that have been adopted from foreign languages retain their original plural endings.

um to *a*

datum, data; memorandum, memoranda

is to *es*

analysis, analyses; crisis, crises; thesis, theses

us to *i*

alumnus, alumni (masculine); terminus, termini

a to *ae*

alumna, alumnae (feminine); formula, formulae

on to *a*

criterion, criteria; phenomenon, phenomena

eau to *eaux*

beau, beaux; tableau, tableaux

ex or *ix* to *ices*

index, indices; appendix, appendices

Note: Nevertheless, a few foreign nouns have accepted English plurals which are more widely used than the Latin forms.

indexes, appendixes, memorandums, formulas

4. *Combinations of "i" and "e."*—The *e* comes before the *i* when the combination follows *s* or soft *c*.

receive, seize, conceit

Exceptions: siege, sieve, financier

Following other letters, the *i* precedes the *e*.

wield, believe, grieve, shield, piece, conscience

Exceptions: neither, leisure, weird, counterfeit, surfeit, forfeit

When a combination has the sound of long *a* or long *i*, the *e* precedes the *i*.

weight, skein, sleigh, sleight, Einstein

5. Terminations "*sede*," "*ceed*," and "*cede*."

One word ends in *sede*—supersede.

Three words end in *ceed*—exceed, proceed, succeed.

All other words ending in this sound are spelled *cede*—precede, decede, etc.

Memorizing spelling of words

Notwithstanding the fact that a few rules do help, spelling is largely a matter of memory. Hence overcome your weaknesses through study.

The following list of words is made up of those often misspelled in transcription. Test yourself to see if you can spell them correctly. The following rules have been observed in dividing the words into syllables: Never divide a word so that one letter is left alone at the end of a line; never carry over to the next line a final two-letter syllable, a three-letter one if the third letter is an *s* which forms the plural of a word, or the three-letter syllable *ble* if it follows a single-letter syllable consisting of only *a* or *i*. Omission of a hyphen between syllables of a word indicates that the word may not be divided at that place.

ab-sence	ad-mi-ra-ble	a mus-ing
a bu-sive	ad-ver-tise-ment	a nal-y-sis
ac-cede	ad-vis-a ble	an-a-lyze
ac-cel-er-ate	ad-vo-cate	an-ni-ver-sa ry
ac-cept-a ble	a ãr-o-nau-tic	an-nu al
ac-cept-ance	af-fi-da-vit	an-tic-i-pate
ac-cli-mate	a gainst	a pol-o-gize
ac-com-mo-date	ag-gra-vate	a pol-o gy
ac-com-pa-ny-ing	a li as	a pos-tro-phe
ac-cred-it ed	all right	ap-pa-ra-tus
ac-cu-rate	al-most	ap-par el
ac-cus-tomed	al-read y	ap-pre-ci-ate
a chieve	al-ter-nate	ar-chi-tect
ac-knowl-edge	al-to-geth er	ar-gu-ing

ar-gu-ment	ceil-ing	cur-ing
ar-range-ment	cen-sus	cur-rent
as-cer-tain	charge-a ble	cus-tom-a ry
as-sign ee	chas-tise-ment	
as-sign or	choc-o-late	de-ceive
as-sist-ant	choose	de-ci-sion
as-so-ci-a-tion	clear-ance	de-ci-sive
at-tempt	col-lat-er al	de-fend-ant
at-ti-tude	colo-nel	def-i-nite
at-tor-neys	com-ing	de-le-gate
at-trib-ute	com-merce	del-i-cate
au-di-ence	com-mer-cial	de-lin-quent
a vi-a-tor	com-mit-tees	de-mur-rage
aw-ful	com-mod-i-ties	de-pend-ent
	com-par-a-tive ly	de-scrip-tion
bal-ance	com-pet-i-tor	de-sir-a ble
ba-na na	con-ceal	de-sir-ous
bank-rupt cy	con-cise	de-spair
bar-gain	*Connecticut	de-vel op
be-gin-ning	con-science	di-lem ma
be-lieve	con-sign ee	dif-fer-ence
ben-e-fit	con-sign or	dis-ap-point
be-siege	con-ta-gious	dis-as-trous
bril-liant	con-tin-u-ance	dis-ci-pline
* Britain	con-trac-tor	dis-pense
* British	con-ver-sant	dis-tri-bu-tion
* Buffalo	corps	dis-turb-ance
bul-le-tin	coun-se-lor	doc-ile
bu-reau	coun-ter-feit	don't
	cou-ra-geous	
cal-en-dar	cour-te-ous	ear-nest
can-cel-la-tion	cour-te-sy	e co-nom ic
can't	cre-den-tials	ef-fi-cient
ca-pac-i ty	crit-i-cism	e lec-tri-cian
cau-cus	crit-i-cize	el-i-gi-ble

* Proper nouns should never be divided into syllables. Carry the entire word to the next line rather than divide a name, which is a unit.

e lim-i-nate	for ty	in-sur-ance
em-bar-rass	four-teen	in-ter-est
en-deav or	fourth	in-ter-pret
en-gi-neer		in-ter-ro-gate
en-ve-lope	gauge	in-ter-rupt
e qual-i ty	gen-u-ine	in-tol-er-a ble
e qual ly	gram-mar	ir-rel-e-vant
e quipped	grate-ful	ir-re-sist-i ble
e rup-tion	guar-an-tee	ir-rev-o-ca ble
es-sen-tial	guar-an ty	is-su-ing
et-i-quette		i tem-ize
ex-ag-ger-ate	hand-some	
ex-cel	haz-ard	jan-i-tor
ex-empt	hes-i-tate	judg-ment
ex-er-cise		jus-tice
ex-ist-ence	ig-no-rant	jus-ti-fy-ing
ex-pe-ri-ence	il-leg-i ble	ju-ve-nile
ex-qui-site	il-lus-trat ed	
ex-ten-sion	im-ag-ine	knack
ex-tra-ne-ous	im-mense	knowl-edge
ex-trav-a-gant	im-par-tial	
	im-prov-ing	lab-o-ra-to ry
fa-cil-i-ties	in-ad-vert-ent ly	lei-sure
fa-mil-iar	in-as-much	le-ni-en cy
fas-ci-nate	in-au-gu-rate	li-bra-ri an
fa-vor-ite	in-ces-sant	li-cense
*February	in-con-ven-ient	lieu-ten-ant
fi-nan-cial	in-de-pend-ent	lim-it ed
fore-head	in-dict	lu-bri-ca-tion
for-eign	in-dis-pen-sa-ble	ly-ce um
fore-sight	in-ef-fi-cien cy	
for-feit	in-i-tial	mag-a-zine
for-mal ly	in-no-cence	mail-a ble
for-mer ly	in-no-cent	*Massachusetts
for-ti-eth	in-struc-tor	med-i-cine

* Proper nouns should never be divided into syllables. Carry the entire word to the next line rather than divide a name, which is a unit.

me-di-o-cre	plain-tiff	rep-re-sent-a-tive
mile-age	plan-ning	re-spon-si-ble
mis-cel-la-ne-ous	pol-i cy	ret-i-cence
mis-chie-vous	po-lit-i-cal	re-verse
mort-gage	pre-cede	
mu-nic-i-pal	prec-e-dent	sac-ri-fice
	prec-i-pice	safe ty
nec-es-sa ry	pref-er-ence	sal-a ble
nick el	prej-u-dice	sal-a ry
†ninety-ninth	prep-a-ra-tion	sat-is-fac-to ry
nui-sance	pre-scrip-tion	scis-sors
nul-li-fi-ca-tion	pres-i-dent	sec-re-ta ry
	pro-ceed	seize
ob-serv-ance	pro-fes-sor	sep-a-rate
oc-ca-sion	prom-is-so ry	serv-ice-a ble
oc-cur	punc-tu al	sher-iff
oc-curred		ship-ment
oc-cur-rence		shipped
of-fered	qual-i-fi-ca-tions	siege
o mis-sion	quan-ti ty	sim-i-lar
op-por-tu-ni ty	ques-tion-naire	sin-cere
op-po-si-tion	qui et	sou-ve-nirs
or-di-na-ri ly	quite	spe-cial
ow-ing		sub-tle
	ra-di-a-tor	suc-ceed
pam-phlet	re-ceipt	suf-fi-cient
par-al-lel	re-ceive	sug ar
par-cel	rec-i pe	su-per-flu-ous
*Paterson (N. J.)	rec-ol-lect	sup-er-in-tend-ent
pe-cul-iar	rec-om-men-da-tion	sur-prised
per-ma-nent	re-frig-er-a-tor	sus-pense
per-sist-ent	re-hearse	
per-son-nel	re-luc-tance	
per-suade	re-mit-tance	tap-es-try
piece	re-mu-ner-ate	tar-iff
*Pittsburgh	rep-e-ti-tion	ten-an cy

* Proper nouns should never be divided into syllables. Carry the entire word to the next line rather than divide a name, which is a unit.

† Hyphenated words are divided only at the hyphen.

ten-ant	un der-signed	vil-lain
ten-ta-tive	u nique	vis-i ble
ter-mi-nal	un-til	vol-umes
ter-mi-nate	u su al	
ter-mi-nus		ware-house
ter-ri-to ry	va-can-cies	wheth er
their	va-ri-ous	whole-sal ers
thief	ve-he-ment	with-draw al
trans-ferred	ve-hi-cle	won-drous
trav-el er	venge-ance	
treas-ur er	ver-i fy	yield
trea-tise	vi-cious	

You should add to this list any other words which you have found particularly difficult to spell. In this way you can make the list your very own.

Spelling errors often due to faulty typing

Many so-called spelling errors are really typing errors. When one has just written *brought*, it is very easy to tack a *t* onto *though*, or otherwise let the fingers run away with themselves. For instance, a most common error is to add a *g* to words, such as gain, which end in *in*. Most typists have to overcome such motor reactions as typing *i* for *e*, *g* for *h*, *v* for *b*, *s* for *x*, *o* for *i*, *t* for *r*, *y* for *l*, or *n* for *m*. These habits can be overcome only by concentration and practice.

Syllabication

The words given in the sample list (pages 360-364) have been divided into syllables for you in order that you may study syllabication at the same time you are studying spelling. Likewise, the pronunciation guide on pages 389-397 contains a list of words which have been divided into syllables. Many of these words are frequently misspelled simply because they are not pronounced correctly.

Syllable division of unfamiliar words must be checked with a

dictionary, but it should not be necessary to look up division of words containing *over, anti, com, tion, tial, ous, ble, ment, ing*, or similar forms. To divide *ack-nnowledge* or *assign-ment* into such obviously incorrect syllables as those indicated is inexcusable.

1. A word of one syllable, a two-syllable word containing five or fewer letters, or a proper name, should not be divided. (Initials and titles should also go on the same line with the name to which they belong.)

freight, sensed; poem, using; Shenandoah, T. C. Brown
Dr. Brown

2. At least two letters and a hyphen must appear at the end of a line and at least three letters must be carried to the next line, or a word should not be divided. (The hyphen is never carried to the second line.)

Wrong: a-bout, o-blige-d; chos-en, like-ly, preced-ed

3. Divide words between double letters, provided, of course, that there will be a full syllable on either side of the hyphen. If there will not be, the word cannot be thus divided.

intel-ligence, il-lustrate, bag-gage, begin-ning
transferred, stressed, equipped, propelled, rebuffed

Hyphenation

Aside from its use in the division of a word at the end of a line, a hyphen is used as a part of the spelling of many words. Because of the lack of standardization in spelling forms in common business usage, much confusion exists regarding hyphenation of compound words. Even dictionaries are not always in agreement on the use of the hyphen. However, modern usage tends to eliminate rather than overuse the hyphen.

1. Many words which are combinations of two nouns are now written as one word, without a hyphen.

textbook, notebook, blackboard, billboard, viewpoint, football.
 masterpiece, policyholder, saleswoman, spokesman, turnover,
 businessman, bylaws.

If you are in doubt about the use of the hyphen in a certain word, consult your dictionary to see whether a hyphen is necessary. (Note that, because the hyphen is used in many dictionaries to divide words into syllables, a double hyphen is used to indicate the hyphen itself.) If a noun cannot be found in an unabridged dictionary as a hyphenated word it is probably safe to write two separate words.

2. Adjective modifiers which include a combination of two or more parts of speech used to express a single idea are hyphenated.

up-to-date merchandise, hard-headed financier, middle-aged woman, law-abiding citizen, hit-and-run driver, so-called essentials, round-the-world fliers, well-to-do clients

It is well to note that these same expressions are not hyphenated when they are not used as direct adjective modifiers.

The *short-story writer* wrote that *short story*.

The *well-known* speaker is not *well known* to me.

The *worth-while* article may not be *worth while* to you.

Note: Common business usage, as well as editorial usage in some of our best newspaper and magazine offices, would seem to sanction the custom of writing the adjective form of *worthwhile* as one word.

3. A hyphen is used to connect various members of a group of words which are used as a single noun.

son-in-law, *tête-à-tête*, four-in-hand, secretary-treasurer

4. Titles with *ex*, *vice*, and *elect* are hyphenated.

ex-treasurer, vice-president, president-elect

Note: The hyphen after the prefix *vice* is so often left out that some authorities consider the omission proper usage.

vice president *or* vice-president

5. A hyphen is not generally used with the suffixes *like*, *hood*, *self*, *selves*, and *ship*.

lifelike, childhood, yourself, themselves, partnership

6. A hyphen is not generally used with the prefixes *ante*, *anti*, *any*, *bi*, *co*, *down*, *every*, *fore*, *grand*, *great*, *hyper*, *no*, *non*, *off*, *out*, *pre*, *post*, *semi*, *some*, *step*, *sub*, *trans*, *ultra*, *under*, *up*, and *when*.

antedate, antislavery, anybody, bipartizan, copartnership, downtown, everywhere, foreground, grandfather, greatcoat, hypersensitive, nobody, nonessential, offset, outfield, predigest, postdate, semicolon, somewhere, stepsister, subway, transcontinental, ultramarine, undertone, upright, whenever

Note: Combinations involving proper nouns are hyphenated.

pro-German, un-American, anti-Semitic

7. The prefixes, *self*, *well*, *by*, and *cross* are usually used with the hyphen.

self-sufficient, well-worr, by-products, cross-examination

Note: Note that all "manufactured" compound words are hyphenated, even though the prefixes come under those listed in 6. A few of the less common words also require the hyphen.

ultra-violet,

A common practice is to use a hyphen in typewriting where the dieresis is used in printed matter. Avoid handwritten marks.

preëminent,
coöperation,

pre-eminent
co-operation

Note: There is a tendency to omit both the hyphen and the dieresis in *co-operate* and *cooperation*: of course, you will follow the style required in your office.

A hyphen is also used in instances in which doubling of letters, caused by adding a prefix or a suffix, is typographically objectionable.

intra-atomic, *not* intraatomic; snail-like, *not* snaillike; bell-like, *not* belllike

American and British spelling

A girl from a small Western town which was decidedly American in population came to an Eastern city which housed immigrants from nearly every country of the globe. Foreign twists which these people gave to her native tongue were a constant source of bewilderment to her. Her initial position was with an Englishman who began the first morning's dictation with the sentence, "Had I been (bean) there" The girl looked up, and the man repeated what he had said. Still she did not recognize the words. She thought that the sounds she heard when he pronounced *I* and *been* must have been a proper name, and so she asked the man to spell the name. He wrote the word *been* on his blotter, because he knew he was not pronouncing it as it is pronounced in America. The embarrassed secretary laughingly said, "I beg your pardon; the English accent confused me." This statement threw the man into a towering rage and, after fully impressing the young woman with the fact that there is no such thing as an English accent, he dismissed her from the office and called in another secretary.

Regardless of whether it is an *accent*, a *peculiarity*, or merely a *difference* that distinguishes pronunciation we give words in America from that given those same words by our English brothers, taking dictation from a British-born subject who tenaciously clings to his mother tongue is extremely trying. Transcribing is equally troublesome, for decided differences in spelling also exist. American books which are sold in England must be reprinted in order that changes may be made in spelling, because English people object to our "incorrect" spelling. You secretaries who are preparing brochures for distribution from an English branch office, or even corresponding with English clients, will do well to make a careful study of these differences in spelling. The *Oxford English Dictionary* may well be your guide in this search.

A few examples are listed below to give you a key to the deviation which you will have to make from commonly accepted American forms.

<i>American</i>	<i>British</i>
canceled	cancelled
counselor	counsellor
labeled	labelled
traveler	traveller
kidnaped	kidnapped
worshiped	worshipped
favor	favour
honor	honour
labor	labour
neighbor	neighbour
rumor	rumour
center	centre
theater	theatre
maneuver	manoeuvre
inclose*	enclose
indorse	endorse
inquire	enquire
criticize	criticise

Either spelling is usually permissible in most business offices of both England and America; but in the few offices where employers insist upon a certain form, you must be careful to use that form. Moreover, do not suppose that the spelling of some of these words in the British manner will not be insisted upon in a few American business offices. Your immediate problem is to find out which form is preferred without allowing office spelling regulations to mar your happiness. Such customs usually have their roots in individual habits or in misinformation. An amusing incident illustrating this point came up when an employer changed *inclose* to *enclose* on a form letter written by a temporary secretary. (The form *enclose* has wide acceptance in America, and the meaning of the word is exactly the same as that of *inclose*.)

* Both Gregg and Pitman shorthand books are today being sold in England, as well as America. In order not to have to change such a common business word as *enclose*, in books of recent years the English spelling is used. A secretary who learned shorthand after this change will probably think an older employer incorrect if he insists on *inclose*, but Webster still gives it the preference.

The girl was surprised at the change, since the morning's mail had been signed without comment. She said, "I'm sorry that I did not know you preferred *en* to *in*." The man responded smilingly, "Young lady, I *prefer* correct spelling at all times." He added, "For your information, *inclose* means to put in an envelope and seal; *enclose*, to fold or loosely wrap. We are not going to seal these letters when we get them mimeographed." The girl had neither time nor inclination to educate her employer, so she changed the word. Later, the man, finding that the secretary was a teacher of college English, was much embarrassed. He detained her one evening for fully an hour asking an explanation of this and a number of other points which had been bothering him. In his apology, which he seemed to think necessary, he explained that a high-school teacher, when pressed by her students to differentiate between the two spellings, had given the two definitions upon which he had based his spelling rule. Thus, we see that many businessmen, like many secretaries, take their English on faith. It is perhaps this very characteristic that eminently fits both employer and secretary for a business career, since a large percentage of the world's business is done on credit.

Foreign spelling of names of cities

We Americans often find ourselves lost on foreign soil simply because we are unfamiliar with the way in which foreigners themselves spell the names of their cities. A person who has not studied German will not recognize Köln, Koblenz, and München; and one who knows no Italian will fail to show great interest in Firenze, Venezia, and Napoli until these words are translated into their English equivalents.

A letter to a man in Salt Lake City, addressed by a German to "Salzseestadt" (German word meaning *salt lake city*), caused the *World's Work* to request Dr. Helen M. Strong, geographer of the Bureau of Foreign and Domestic Commerce, to prepare a list of the various ways in which names of commercial cities of the world are spelled. Whether or not you follow the suggestion

made in that magazine of cultivating good will by uniformly adopting foreign spellings in your correspondence with foreign customers, you must heed it in many special instances. For example, a Cuban branch of a large bank sent to the home office for billheads. A secretary, seeing *Habana* written on the form, thought a typing error had been made, and changed the *b* to *v*. When the supply of special forms appeared with the American spelling, *Havana*, instead of the Cuban spelling, *Habana*, they were useless.

Dr. Strong reminds us that correct spelling of the name of each city calls for inclusion of all accents or other diacritical marks wherever they occur. Typewriters on which diereses, cedillas, and other marks are found should always be used for foreign correspondence.

¹ <i>Local Official Name</i>	<i>Conventional or Former Name</i>
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ALBANIA

Durrës	Durazzo
Elbașan	Elbasani
Gjinokastër	Argyrocastro
Korçë	Korcha
Pasarë (business district Shkodër)	
Shkodër	Scutari
Tiranë	Tirana

ALGERIA

Alger	Algiers
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BELGIUM

Anvers (Antwerpen)	Antwerp
Bruxelles	Brussels
Gand	Ghent

¹ Reproduced from *World's Work*, for September, 1931, by permission and copyrighted by Doubleday, Doran and Company, Inc.

<i>Local Official Name</i>	<i>Conventional or Former Name</i>
BRAZIL	
Belém	Pará
Fortaleza	Ceará
João Pessoa	Parahyba
Recife	Pernambuco
São Salvador	Bahia
BULGARIA	
Plovdiv	Philippopolis
Russe	Ruschuk
Sofiya (Sofija)	Sofia
Stara Zagora	Eski Sagra
CANADA	
St. Jean, Quebec	St. John
Saint John, New Brunswick	St. John's
St. John's, Newfoundland	St. Johns'
CHILE	
Magallanes	Punta Arenas
CHINA	
Peiping	Peking
Shenyang	Mukden
COLOMBIA	
Bogotá	Bogota
CRETE	
Erakleion	Candia
CUBA	
Habana	Havana
DENMARK	
København	Copenhagen
ESTONIA	
Tallinn	Reval
Tartu	Dorpat

Local Official Name

Conventional or Former Name

FINLAND

Helsinki	Helsingfors
Hamina	Fredrikshamn
Hämeenlinna	Tavastehus
Hyvinkää	Hyvingo
Iisalmi	Idensalmi
Kajaani	Kajana
Kymintehdas	Kymmenebruk
Käkisalmi	Kexholm
Lahti	Lahtis
Lappeenranta	Villmanstrand
Mariehamn	Maarianhamina
Mikkeli	St. Michel
Naantali	Nådendal
Oulu	Uleåborg
Petsamo	Petshenga
Pori	Björneborg
Raahe	Brahestad
Rauma	Raumo
Reposaari	Räfsö
Savonlinna	Nyslott
Sortavala	Sordavala
Tampere	Tammersfors
Tornio	Torneå
Uuras	Trångsund
Uusikaupunki	Nystad
Viipuri	Viborg

FRANCE

Le Havre	Havre
Lyon	Lyons
Marseille	Marseilles
Strasbourg	Strasburg
Sète	Cette

*Local Official Name**Conventional or Former Name*

GERMANY

Braunschweig	Brunswick
Frankfurt	Frankfort
Hannover	Hanover
Köln	Cologne
Koblenz	Coblenz
Königsburg	Konigsberg
Lübeck	Lubeck
Mühlhausen	Muhlhausen
München	Munich
Nürnberg	Nuremberg

GREECE

Athēnai	Athens
Florina	Valona
Korinthos	Corinth
Pátrai	Patras
Thessalonikē	Salonika

IRAQ

Baghdad	Bagdad
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ITALY

Firenze	Florence
Genova	Genoa
Livorno	Leghorn
Milano	Milan
Napoli	Naples
Padova	Padua
Roma	Rome
Siracusa	Syracuse
Torino	Turin
Venezia	Venice

JAVA

Soerabaja	Surabaya
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Local Official Name

Conventional or Former Name

LATVIA

Daugavpils
Liepāja
Ventspils

Dvinsk
Libau
Windau

LITHUANIA

Kaunas
Klaipėda
Siauliai

Kovno
Memel
Shavli

LUXEMBOURG

Luxembourg

Luxemburg

MEXICO

México

Mexico

MOZAMBIQUE

Moçambique

Mozambique

NETHERLANDS

's Gravenhage

The Hague

NORWAY

Oslo
Trondheim

Christiania
Nidaros, Trondhjem

PANAMA

Panamá

Panama

PERSIA

Tehran

Teheran

*Local Official Name**Conventional or Former Name*

PORTUGAL

Lisboa

Lisbon

Porto

Oporto

RUMANIA

București

Bucharest

Cernaui

Czernowitz

Cetatea-Alba

Akkerman

Chișinau

Kishinev

Cluj

Klausenburg

Constanța

Constanza

Galați

Galatz

Iași

Jassy

Oradea-Mare

Grosswardein

Ploeshti

Ployeshti

Timișoara

Temesvar

RUSSIA

See U. S. S. R.

SPAIN

Cádiz

Cadiz

Málaga

Malaga

Sevilla

Seville

SWEDEN

Göteborg

Gothenburg

Malmö

Malmo

SWITZERLAND

Géneve (Genf)

Geneva

SYRIA

Beyrouth

Beirut

Local Official Name

Conventional or Former Name

TURKEY

Ankara	Angora
Aydin	Aidin
Diyarbakir	Diarbakir
Edirne	Adrianople
Erzurum	Erzeroum
Gelibolu	Gallipoli
İstanbul	Constantinople
İstanbul Usküdar	Scutari
İzmir	Smyrna
Kayseri	Cesarea
Kirklareli	Kirk Kilisse
Konya	Konia
Samsun	Samsoun
Trabzon	Trebizond
Urfa	Ourfa

U. S. S. R.

Leningrad	Petrograd
Moskva	Moscow
Stalingrad	Tsaritsyn
Sverdlovsk	Ekaterinburg

YUGOSLAVIA

Beograd	Belgrade
Bitolj	Monastir
Dubrovnik	Ragusa
Kotor	Cattaro
Ljubljana	Laibach
Maribor	Marburg
Niš	Nish
Sibenik	Sebenico
Skoplje	Uskub
Split	Spalata
Zagreb	Agram

Foreign words and phrases

Foreign words and phrases are put in italics in printed matter. The proper way to indicate an italicized word in typing is to underscore it; but underscoring is often objectionable because it puts undue emphasis on the foreign phrase, which is usually a comparatively unimportant part of the correspondence. Consequently, foreign phrases in business letters are usually written exactly like other words in the letter.

Use of foreign phrases is open to much criticism. Some people assert that it shows a dearth of English vocabulary; others, that it is a vehicle by which a writer seeks to exhibit his superiority; and still others look upon it as a means by which a writer tries to conceal trickery. No matter how sparingly foreign terms are used, one must be absolutely certain the reader will be thoroughly familiar with the form so employed. One can safely say that most foreign phrases are not read at all. For example, a secretary transcribed a letter her employer wrote to her brother in which *per se* was used three times. The next time she met her brother she said, "I never knew you were a Latin student until I went to work for Mr. B." The man confided to his sister that her employer's letters annoyed him immeasurably. His comment on the practice was: "Tell me, what is the idea of putting Latin in a letter? I was going to look up *per se*, but someone had borrowed the dictionary. Then I noticed that the letter made perfectly good sense without those words, and so I knew they didn't mean anything." Certainly a busy man reading, "This contract *per se* is not important . . .," might be forgiven for thinking that the Latin was put in merely as a filler of space—dead wood from a dead language. An automobile salesman has volunteered the information that most people who ride in *de luxe* models of cars think the foreign phrase means "*The looks.*"

In writing their own letters, few secretaries will use terms from a foreign language, because it has been fully impressed upon them to use only English in their correspondence. However, many

secretaries have to take dictation which contains foreign words and phrases, and they frequently have to read them in letters from correspondents. Recording foreign words will naturally not be difficult if you are familiar with the foreign tongue used, but few secretaries know Latin, German, French, Italian, and Spanish—the languages from which commonly quoted forms are taken. For this reason familiarize yourself with a few frequently used terms in order that you may recognize them when you meet them in your work.

Be careful to see that your employer is accurate in his use of foreign phrases. Check over your notes to be sure that he is using the correct part of speech. A foreign adjective should be used only as an adjective; yet, many times an adjective is dictated for a noun or for a verb. In our language we do not have occasion to differentiate between genders of adjectives modifying nouns, but this point must be carefully watched in foreign phrases (*bonne amie*; never *bon amie*). Prepositions are frequently confused, too, since quotations are often taken from a language of which the dictator has only a superficial knowledge (*post meridiem* for *ante meridiem*).

Mispronunciation of foreign words is often very confusing to a secretary. For example, in a letter to a representative who had been transferred to a German territory, the sales manager dictated: "I suppose you can say 'We Gates' to the best of them now." The secretary thought her employer was clowning, so wrote the words as she heard them dictated. The man, however, was astounded because the phrase did not come back to him written "*Wie geht's?*" since the secretary had formerly been employed as a German interpreter. Though such mispronunciations are difficult to take down in shorthand, they can never be so perplexing as correctly pronounced phrases from a language with which you are not familiar. For example, French pronunciation of certain English letters differs widely from English pronunciation of those same sounds. Consequently it is almost impossible to spell unfamiliar foreign words correctly simply from sounds

you hear in dictation. Knowing how to spell certain terms you have learned from a book may not help you much, either, when a man reels off *maitre d'hôtel* in perfect French. Admit your defeat and ask for the spelling, for you would probably not recognize the word in a dictionary merely by its pronunciation.

Foreign words and phrases not found in this list may usually be found in the appendix of an unabridged dictionary. Letters in brackets, which follow such expressions, indicate their source. Uncommon terms may be found in a foreign-language dictionary. Many words in this list have become Anglicized and therefore need not be set in italics in printed matter.

- ab officio* [L.], from office
- ad arbitrium* [L.], at discretion
- ad infinitum* [L.], endlessly
- ad interim* [L.], in the meantime
- ad libitum* [L.], at pleasure
- à la carte* [F.], according to the card or menu; with a stated price for each dish
- à la mode* [F.], in the fashion
- Alma Mater* [L.], fostering mother; the university or college from which one has been graduated
- anno Domini* [L.], in the year of our Lord
- ante bellum* [L.], before the war
- ante meridiem* [L.], before noon
- a priori* [L.], prior to, or distinct from, experience; from general laws to particular instances
- apropos* [F.], to the purpose; by the way; pertinently; in connection with
- auf Wiedersehen* [G.], until I see you again; goodbye; goodbye for the present
- au revoir* [F.], until we meet again; goodbye for the present
- beau geste* [F.], a fine gesture
- beau monde* [F.], the fashionable world; society
- beaux-arts* [F.], the fine arts
- bel-esprit* [F.], a fine, or brilliant, mind; a wit
- belle dame* [F.], fair lady

- belle vue* [F.], fine view or prospect
bijou [F.], a jewel; something small and choice
bona fide [L.], in good faith, without fraud
bon ami, bonne amie [F.], a good friend; a lover or sweetheart
bon enfant [F.], a good child
bonhomie [F.], good nature, unaffected affability
bonhomme [F.], a good, simple fellow
bon jour [F.], good day (used in salutations)
bon marché [F.], a good bargain
bon mot [F.], a clever saying
bon voyage [F.], a good journey or voyage
bourgeois, bourgeoise [F.], middle-class; common
bourgeoisie [F.], the bourgeois class
carte blanche [F.], a blank card; full discretionary power
casus belli [L.], an occasion, or cause, for war
caveat emptor [L.], let the buyer beware
coup d'état [F.], a stroke of state; a sudden political stroke
cum laude [L.], with honors (a phrase of commendation on diplomas)
de luxe [F.], a luxury; of especial fineness or elegance
démodé [F.], no longer in fashion
de trop [F.], too much; too many; in the way
en masse [F.], in a mass, or body; all together
ensemble [F.], together; taken as a unit
et cetera [L.], and others; and so forth
ex cathedra [L.], from the chair, or seat of authority
exempli gratia (e. g.) [L.], for the sake of example; for instance
ex officio [L.], by virtue of office
ex parte [L.], from, or on, one side only; in the interest of one party
faux pas [F.], a false step; a breach of etiquette, or propriety
femme de chambre [F.], a lady's maid; a chambermaid
femme de lettres [F.], a literary woman
fête [F.], a feast or festival; a celebration or an entertainment
fiesta [Sp.], a feast, or festival; a holiday
finis [L.], the end
finis ecce laborum! [L.], behold the end of our labors!
fra [It.], brother; monk; priest
frères [F.], brothers (*Lazard Frères*, a firm title)

- grand homme* [F.], a great man
grand merci [F.], a many thanks; much obliged!
grand monde [F.], a great, or fashionable, world
grand prix [F.], the chief prize
grande dame [F.], a great lady
gratis [L.], free, without cost
habeas corpus [L.], (that) you have the body; a common law writ for bringing a person before a judge or court
Hausfrau [G.], a housewife
hoc tempore [L.], at this time
hoi polloi [Gr.], the multitude.
homme d'esprit [F.], a man of intellect or wit
homme de fortune [F.], a man of fortune
homme de lettres [F.], a literary man
hors-d'œuvre [F.], outside of work; something unusual; a light supplementary dish, as a relish, served at a meal
ich weiss nicht [G.], I do not know
idem [L.], the same
id est (i.e.) [L.], that is
in fine [L.], in the end
in memoriam [L.], in memory (of)
in re [L.], in the matter of
in se [L.], in itself or themselves
in toto [L.], on the whole
jawohl [G.], yes, indeed
jeu d'esprit [F.], a play of wit
Kirche, Küche, Kinder [G.], church, kitchen, children (recommended by William II as proper objects for a woman's attention)
laissez faire [F.], let them do as they please; a policy of non-interference
le brave des braves [F.], the bravest of the brave
lettre de crédit [F.], a letter of credit
magna cum laude [L.], with great honors (used on diplomas)
maison [F.], a house or building
maître d'hôtel [F.], a hotel landlord; steward, or head waiter
maîtresse d'école [F.], a schoolmistress
mala fide [L.], in bad faith; with, or by, fraud
mater [L.], mother

- materia medica* [L.], medical material; a branch of medical science
concerned with studying this material
memorabilia [L.], things worthy to be remembered
ménage [F.], a domestic establishment
mère [F.], mother
modus operandi [L.], the manner, or mode, of operation
mon ami, mon amie [F.], my friend
mon cher, ma chère [F.], my dear
mon Dieu! [F.], my God! (a mild interjection) good heavens!
mon vieux [F.], old fellow
n'est-ce pas? [F.], isn't that so?
nein [G.], no
nom de plume [F.], a pen name
nom de théâtre [F.], a stage name
non [F.], no; not
nota bene [L.], note well; take notice
nouveau riche [F.], one newly rich
objet d'art [F.], an object of artistic worth
omnia vincit labor [L.], labor conquers all things
O tempora! O mores! [L.], oh, the times! oh, the customs!
oui [F.], yes
parlez-vous français? [F.], do you speak French?
pater [L.], father
per capita [L.], by heads; for each individual
per centum [L.], by the hundred
per diem [L.], by the day; daily
persona grata [L.], an acceptable person, especially one acceptable to the
government
petit, petite [F.], small
pièce de résistance [F.], the most substantial dish of a meal; the main
feature of anything
post meridiem [L.], after noon
post mortem [L.], after death
prima facie [L.], at first view or appearance
pro forma [L.], as a matter of form
pro rata [L.], in proportion
pro tempore [L.], for the time being; temporarily

- quasi* [L.], as if; as it were
re [L.], in the matter of
regina [L.], queen
répondez, s'il vous plaît [F.], R.S.V.P.; answer, if you please
robe-de-chambre [F.], a chamber robe; a dressing gown
robe-de-nuit [F.], a nightgown or nightshirt
rue [F.], a street
salle [F.], a hall; a room
sans façon [F.], informally; without ceremony
sans souci [F.], without care; free from care (properly applied to a hotel furnishing complete service)
schola cantorum [L.], school of singers
sic semper tyrannis [L.], ever thus to tyrants
sine qua non [L.], without which not; indispensable; absolutely necessary.
sotto voce [It.], in an undertone; aside
status quo [L.], the state in which anything was or is; without change
sub rosa [L.], under the rose; in strict confidence
summa cum laude [L.], with highest honors (used on diplomas)
table d'hôte [F.], a meal with prearranged courses
terra firma [L.], the solid earth; land as opposed to air or water
ultra vires [L.], beyond the legal powers
verbatim et litteratim [L.], word for word and letter for letter
versus [L.], against
via [L.], highway; by way of
vice versa [L.], the other way around; conversely
wagon-lit [F.], a sleeping car
Wanderlust [G.], the impelling desire to wander or travel
Wie geht es? [G.], How goes it? (greeting) How are you?

AUTHORITIES FOR VERIFYING SPELLING

See the list at the end of the next chapter, pages 398 to 400.

CHAPTER EIGHTEEN

Speech and Pronunciation Defects

She is a nice girl until she opens her mouth.—*A current proverb.*

Strength and silence

For years we have heard much about “strong, silent men” in business and in politics. The illusion that *silence* is synonymous with *strength* was destroyed when a rather systematic psychological campaign was carried on to expose those people who were deliberately cloaking ignorance by saying nothing. Perhaps today we are less likely than of yore to defer blindly to a man who seldom speaks, but our experience has taught us that he who expresses few opinions is usually right when he does speak. After hearing others give their ideas and after investigating data on both sides of a question, he forms his own opinions through deliberate reasoning. Hence we regard him as all wise, though we might have reached the same conclusion that he did if we had concentrated on the problem instead of rendering a hasty decision about it.

A successful businessman usually learns to strike a balance between reticence and spontaneity in speech. Not all secretaries take this lesson of silence from their fellow men. The very nature of secretarial work makes it advisable to develop this trait to such an unusual degree that opinions, when you venture them, will be uniformly sound. In any event, do not talk so much and so thoughtlessly that you are regarded to be like the boy of whom his teacher said, “I can’t make anything stick in his cranium because his mouth is always open.”

Voice control

A child's voice ringing out some ingenuous remark in a public place may be a pleasing sound (to the parents at least), but few escorts would not feel embarrassment in hearing that same voice pierce the atmosphere when the child has grown to womanhood. Just ride on any bus, or sit in any hotel lobby, and you will be impressed by the number of people who have never been trained to blend their voices with their surroundings. Vocal self-assertiveness is annoying in any business office.

Never get the fallacious idea that volume represents clearness. A woman who seldom spoke to her secretary in a tone that others in the room could hear had never appeared on a public platform before her colleagues. When an audience of thirteen hundred people attended a meeting at which she was scheduled to speak, it was suggested that a strong-voiced man offer to read her paper. However, the president thought that her presence on the platform was worth something to the audience. Much to the amazement of the worried men, she was the only speaker who could be heard in all parts of the room. She had been trained in expression and therefore knew how to fit her voice to her auditorium; her fellow speakers' words were lost in echoes because their voices were uncontrolled. A strident, penetrating tone seldom commands the proper kind of attention. The voice should never be louder than is absolutely necessary to convey your message clearly to a person or persons directly concerned.

Oral handicaps

Today practically anyone who has a mind and can utter a sound can be taught to talk well. Unfortunately, the training sometimes necessary in special cases is not always given early enough in life, either because of natural hesitation to send a very young child away from home or because of lack of knowledge of results that may be accomplished by such training. Lispings, stuttering, stammering, a nasal tone, a husky voice, or a high monotone can

usually be overcome with little difficulty if a person is given proper treatment. More serious defects take a longer time to correct, but they do respond to persistent effort. One young man who worked for a newspaper had such difficulty in speaking that he could scarcely be understood. Each year he spent several weeks at a speech school. After a few years of training he spoke so well that former acquaintances were amazed. Equal improvement has been made by an English teacher in a large city. She has a cleft palate, but has been able to overcome her handicap to such an extent that her speech today is a model for others.

Now that you are earning your own money, do not allow yourself to suffer from an oral impediment. Seek aid from others, and help yourself to overcome your difficulty. Spend a vacation at a school for speech defects. You will be happy in the progress you can make, but do not become bitter as did the young man who, though he had a brilliant mind, was seriously handicapped by his stuttering. Some years after he finished college, he spent three months at a speech clinic where his stuttering was eliminated. Today he so resents the fact that his parents' neglect caused him all those years of suffering that he seldom goes home. Parents often have neglected taking proper and early action in regard to a child's speech defects, but, on the other hand, only in recent years have developments in this field been outstandingly successful. Your speech improvement may be just the proof that parents of some other unfortunate youngster need to convince them that they should give him this early training.

Careless speech

Poetic license gives popular song writers the privilege of using incorrect English for the purpose of rhyme and rhythm. Hence, we have widespread use of grammatically incorrect statements, such as "It ain't going to rain no more." People sometimes use these incorrect constructions so frequently that the ear becomes accustomed to them and one forgets they are flagrant violations of good usage. The same forms are then carried over into similar

statements in office conversations. Beware of the danger of becoming callous to ungrammatical expressions which are a temporary fad. A certain dentist's secretary, who uses otherwise perfect English, spoils the patients' good impression of her and of the office by saying, "You don't want no appointment, do you?" Her employer, who is paying her forty dollars a week, would be justified in allowing this carelessness to cause him to lose sight of her otherwise excellent secretarial technique.

Poor enunciation and overuse of slang and localisms are not necessarily a reflection of ignorance, but they are an evidence of carelessness. Slang should always be kept in "speech quotation marks" and its use never allowed to become a habit which you cannot control when talking to people who do not appreciate it.

Stilted conversation must not be regarded as a standard of good English, for speech is a means to an end—not an end in itself. Foreigners speak with a deliberateness which brands them as unfamiliar with our tongue. The best speech in any language is that in which ease and fluency show the language to be the thinker's natural vehicle of expression.

Mispronunciation

To reach perfection, or near perfection, in the pronunciation of English words is an unrealizable ideal, but it will not be hard to improve your speaking vocabulary greatly. The first requisite is to turn to the front of your dictionary and master the particular diacritical markings used by its compiler. It is a sad commentary on a secretary's training when she has to admit that she does not know how to pronounce a word after looking it up in a dictionary.

Nearly everyone is interested in words, but few are interested enough to verify their pronunciations. Perhaps that failing to consult an authority may not be entirely due to the common human failing of believing implicitly that "we are right, so the world must be wrong"; rather, it may be due to the knowledge

of our weaknesses which makes us think that the other person (especially if generally well-informed) must certainly be right. Many people change a good pronunciation to an incorrect one because they hear a prominent person say the word incorrectly.

It is not supposed that you will have mispronounced any great number of the words contained in the following list, or that all of them will be mispronounced in your community. However, one who travels over our United States is impressed by local divergences from good and accepted usage. A young man coming from Boise, Idaho, was much annoyed to hear New Yorkers pronounce the name of his home town with accent on the last syllable. Commenting on this common mispronunciation, he said, "It really makes me tremendously uncomfortable to hear my city maligned in this Eastern manner; but when I remember how we Westerners murdered *Poughkeepsie* and *Schenectady*, I can't say much." Common words, such as *rodeo*, which are generally used only in certain localities are equally open to mispronunciation by those not familiar with them.

If this list of words does nothing more than cause you to look up a few of the words "to prove that the author is wrong," it will have served its purpose well. However, it is believed that you will find many correct pronunciations which will be a revelation to you.

WORDS OFTEN MISPRONOUNCED

address (<i>n</i> or <i>v</i>)	... <i>ă drēs'</i>		<i>not</i> <i>ăd'rēs</i>
alas	... <i>â lās'</i>		<i>not</i> <i>ā lās'</i>
algebra	... <i>ăl'jē brā</i>		<i>not</i> <i>ăl jē brā'</i>
alias	... <i>ā'li ăs</i>		<i>not</i> <i>ă lī'ăs</i>
alienation	... <i>ăl'yēn ā'shŭn</i>		<i>not</i> <i>ā'li ē nā'shŭn</i>
allies	... <i>ă liz' or ăl'iz</i>		<i>not</i> <i>ăl'ēz</i>
Alma Mater	... <i>ăl'mā mā'tēr</i>		<i>not</i> <i>ăl'mā mōt'ēr</i>
almond	... <i>ă'mŭnd or</i>		
	... <i>ăl'mŭnd</i>		<i>not</i> <i>ăl'mōnd</i>
almost	... <i>ôl'mōst</i>		<i>not</i> <i>ă mōs'</i>
already	... <i>ôl rēd'ī</i>		<i>not</i> <i>ă rēd'ī</i>

WORDS OFTEN MISPRONOUNCED

amenable	ámě'ná b'l	not	ámě'ná b'l
any	ě'n'ĩ	not	ăn'ĩ or ĩn'ĩ
anybody	ě'n'ĩ bōd'ĩ	not	ĩn'ĩ būd'ĩ
apparatus	ăp'á rā'tŭs	not	ăp'á răt'ŭs
appendicitis	ă pěn'dĩ sĩ'tis	not	ă pěn'dĩ sět'is
Arab	ă'răb	not	ă'răb
architect	ăr'kĩ tēkt	not	ărch'ĩ tēkt
arctic	ăr'k'tik	not	ărt'ik
armistice	ăr'mĩ stis	not	ăr mĩst'is
asinine	ăs'ĩ nĩn	not	ăs'ĩ nĩn
asked	ăskt	not	ăst or ōskt
asphalt	ăs'fălt or ăs fălt'	not	ăs'fălt or ăsh'fălt
assignee	ăs'ĩ nē'	not	ă sĩn'ě
athletic	ăth lět'ik	not	ăth'á lět'ik
attacked	ă tăkt'	not	ă tăk'tēd
aunt	ănt	not	ănt or ōnt
automobile	ô'tô mō'bĩl or		
(adjective)	ô tō mō bēl'	not	ô'tô mō'b'l
aviation	ă'vĩ ă'shŭn	not	ăv'ĩ ă'shŭn
aviator	ă'vĩ ă'tēr	not	ăv'ĩ ă'tēr
hade	băd	not	băd
biography	bĩ ōg'rá fĩ or bĩ	not	bě ōg'rá fĩ
Boise	boi'zĩ	not	boi ză'
bona fide	bō'ná fidē	not	bōn'ĩ fid or bōn'ĩ fid
boulevard	bōō'lē vărd	not	bōl'ē vărd
bouquet	bōō kă' or bō kă'	not	ōō'kă
brethren	brēth'rēn	not	brēth'ēr ěn
bronchitis	brōn kĩ'tis	not	brōn kēt'is
café	kă'fă'	not	kăf
calculate	kăl'kũ lăt	not	kăl'kă lăt or kăl'ă lăt
calm	kăm	not	kăm or kōlm
candidate	kăn'dĩ dăt	not	kăn'ă dăt
cantata	kăn tă'tă	not	kăn tăt'ă
catch	kăch	not	kětch
catholic	kăth'ô lĩk	not	kăth lĩk

WORDS OFTEN MISPRONOUNCED

cello, 'cello	chě'l'ō	not sěl'ō
chaperon	shăp'ēr ōn or ǒn	not shap ě rōon'
chasm	kăz'm	not chăzm
chassis	shă'sǐ	not chăs'is or chăs'ǐ
chaste	chăst	not chăst
chasten	chăs'n	not chăs'n
chauffeur	shō'fûr'	not shōf'ēr
Chicago	shĭ kô'gō	not chĭ kă'gō
children	chĭl'drĕn	not chĭl'dĕrn
chimney	chĭm'nĭ	not chĭm'li
chiroprapist	kĭ rōp'ô dĭst	not shĕ rōp'ô dĭst
chiropractor	kĭ'rô prăk'tĕr	not kĕ'rô prăkt'ĕr
cinema	sĭn'ĕ mā	not kĭn'ĕ mā
clamor	klăm'ēr	not klăm'bĕr
cleanliness	klĕn'lĭ nĕs	not klĕn'lĭ nĕs
clique	klĕk	not klĭk
coincide	kō'in sĭd'	not kōn sĭd'
Coliseum	kōl'ĭ sē'ŭm	not kô lis'ĕ ŭm
column	kōl'ŭm	not kōl'ŭm
comparable	kōm'pă ră b'l	not kōm pār'a b'l
conscientious	kōn'shĭ ěn'shŭs	not kōn sĕ ěn'sŭs
conspiracy	kōn spĭr'ă sĭ	not kōn spĭr'ă sĭ
contiguous	kōn tĭg'ŭ ŭs	not kōn tĭ gŭ'ŭs
convenient	kōn vĕn'yĕnt	not kōn vĕ'nĭ ěnt
coöperate (verb)	kô öp'ērăt	not kōp'ērăt
cordial	kôr'jăl or kôrd'yăl	not kôr'dĭăl
corporation	kôr'pô ră'shŭn	not kōp'ēr ā shŭn
corps	kôr	not kôrps
coupé	kōō'pă'	not kōōp
coupon	kōō'pōn	not kŭ'pōn
cupola	kŭ'pô là	not kōō'pô là
Danish	dăn'ĭsh	not dăn ĭsh
Dartmouth	dărt'măth	not dart'mouth
data	dă'tă	not dă'tă
deaf	dĕf	not dĕf

WORDS OFTEN MISPRONOUNCED

deficit	děf'ĩ sīt	<i>not</i> dé fis'it
destine	děs'tin	<i>not</i> dēs tīn'
detail (verb)	dé tál'	<i>not</i> dě'tāl
diamond	dī'á münd	<i>not</i> dīm'ünd
different	dif'ēr ěnt	<i>not</i> dif rěnt
diphtheria	dif' the' rĩ á	<i>not</i> dīp' the rĩ á
diphthong	dif' thōng	<i>not</i> dīp' thōng
dirigible	dĩ' rĩ jĩ b'l	<i>not</i> dĩ rĩj'ĩ b'l
discretion	dīs krěsh' ũn	<i>not</i> dīs krě' shũn
dog	dōg	<i>not</i> dag
draught	dráft	<i>not</i> drat
drowned	dround	<i>not</i> droun' děd
duty	dū'tĩ	<i>not</i> dōō'tĩ
élite	ā'lět'	<i>not</i> é līt'
elm	ělm	<i>not</i> ěl' ũm
employee	ēm ploi ē'	<i>not</i> êm' ploi' ě
encore (noun)	ăn' kōr' or ăă' kōr	<i>not</i> ěn' kōr
era	ē'rá	<i>not</i> êr' á
err	ûr	<i>not</i> ār
event	ě věnt'	<i>not</i> ěv' ěnt
executive	ěg zěk' ũ tīv or ěk sěk' ũ tīv	<i>not</i> ěg zěk' á tīv
exquisite	ěks' kwĩ zīt	<i>not</i> ěks kwiz' it
extra	ěks' trā	<i>not</i> ěks' trĩ or ěks' trē
faucet	fô'sět or fô'sīt	<i>not</i> fās' ět
February	fěb' rōō á rĩ	<i>not</i> fěb' ũ á rĩ
fête	fāt	<i>not</i> fēt
fiancé (masculine)	fě' án sā'	<i>not</i> fĩ' āns
fiancée (feminine)	fě' án sā'	<i>not</i> fĩ án sě'
film	fĩlm	<i>not</i> fĩl' ũm
finale	fě nā' lá	<i>not</i> fi nāl' i
financial	fĩ năn' shāl	<i>not</i> fĩ năn' shāl
for	fôr	<i>not</i> fûr
forbade	fôr bād'	<i>not</i> fôr bād'
forehead	fôr' ěd	<i>not</i> fôr' hěd
gala	gālā or gālā	<i>not</i> gāl' á

WORDS OFTEN MISPRONOUNCED

gallant (brave)	gǎl'ǎnt	not	gǎ lǎnt'
gallant (polite) . . .	gǎ lǎnt'	not	gǎl'ǎnt
general	jěn'ěr ǎl	not	jǐn rǎl
genuine	jěn'ù in	not	jěn ù in'
geography	jě ōg'rá fī	not	jǒg'rá fī
geometry	jě ōm'ě trī	not	jǒm'ě trī
get	gět	not	gīt
gondola	gǒn'dò là	not	gǒn dǒl'à
got	gőt	not	gūt
government	gǔv'ěrn měnt	not	gǔv'à měnt
governor	gǔv'ěr nēr	not	gǔv'nēr
granary	grǎn'à rī	not	grān'rī
gratis	grā'tīs	not	grăt'īs
Greenwich	grīn'īj	not	grēn'wich
grievous	grēv'ūs	not	grēv'ī ūs
guarantee	gǎr'ǎn tē'	not	gǎrn tē'
guaranty	gǎr'ǎn tī	not	gǎr'ǎn tē'
half	hǎf or háf	not	hǎf or hǒf
handkerchief	hǎng'kēr chīf	not	hǎnd'kēr chēf
harass	hǎr'ās	or	hà rās'
hasten	hās^n	not	hās'tēn
haunt	hǎnt or hōnt	not	hǎnt
hearth	hārth	not	hērth
height	hīt	not	hīth
Helena	hěl'ě nà	not	hě lēn'à
heroine	hěr'ò in	not	hě'rò in
hiccough	hīk'ūp	not	hě'kōf
history	hīs'tò rī	not	hīs'tī rī
hog	hōg	not	hag
hospitable	hōs'pī tà b'l	not	hǒ spīt'à b'l
Houston	hūs'tūn	not	hous'tūn
hypocrisy	hī pōk'rī sī	not	hī'pōk rī sī
hysterics	hīs tēr'īks	not	hī'stēr īks
idea	ī dē'à	not	ī dē' or ī dēr'
ignoramus	īg nò rā'mūs	not	īg nò rām'ūs
impious	īm'pī ūs	not	īm pī'ūs

WORDS OFTEN MISPRONOUNCED

inaugurate		in ó'gù rāt		<i>not</i>	in ag'ēr āt
instead		in stēd'		<i>not</i>	in stid'
interesting		in'tēr ěst ĩng		<i>not</i>	in trā stĭng <i>or</i> in tēr ěst'ĭng
intestine		in tēs'tĭn		<i>not</i>	in tēs'tĭn <i>or</i> in tēs'tēn
Iowa		ī'ò wā		<i>not</i>	ī ò wā'
iron		ī'ŭrn		<i>not</i>	ī'rōn
irreparable		ī rēp'ā rā b'l		<i>not</i>	īr ē pār'ā b'l
Italian		ī tāl'yān		<i>not</i>	ī tāl'yān
*jocular		jōk'ù lār		<i>not</i>	jō'kú lār
*jocund		jōk'ŭnd		<i>not</i>	jōk'und
*Joliet (Ill.)		jō'li ět		<i>not</i>	zhō lĭ ā'
*just		jŭst		<i>not</i>	jĭst
kettle		kēt'l		<i>not</i>	kĭt'l
khaki		kā'kē		<i>not</i>	kāk'ĭ <i>or</i> kāk'ī
kilo		kĭl'ò		<i>not</i>	kē'lō
larynx		lār'ĭnks		<i>not</i>	lār'nĭks
laughter		lāf'tēr		<i>not</i>	lāf'tēr <i>or</i> laf tēr
lava		lā'vā		<i>not</i>	lāv'ā
library		lĭ'brēr ĭ		<i>not</i>	lĭ'bēr ĭ
literature		lĭt'ēr ā tŭr		<i>not</i>	lĭt'rā tŭr
loose		lōōs		<i>not</i>	lōōz
*lose		lōōz		<i>not</i>	lōōs
ludicrous		lŭ dĩ krŭs		<i>not</i>	lŭ dĩk'rŭs
medicinal		mē dĩs'ĭ nāl		<i>not</i>	mēd ĭ sĭn'ĭ āl
medieval, mediaeval		mē'dĭ ē'vāl <i>or</i> mēd'ĭ ē'vāl		<i>not</i>	mēd'yēv āl <i>or</i> mēd'ĭ ēv'l
meningitis		mēn'ĭn jĭ'tis		<i>not</i>	mēn'ĭn jē'tis
Miami		mĭ ām'ĭ		<i>or</i>	mē ām'ĭ
Minneapolis		mĭn ē āp'ò lĭs		<i>not</i>	mĭn ē ān āp'ò lĭs
mischief		mĭs'chĭf		<i>not</i>	mĭs chēf'

* Persons of Scandinavian descent—even those who are highly educated—must watch their pronunciation of *y* for *j* and *s* for *z*. They must remember to say *jŭst*, never *yŭst*; *loanz*, never *loans* (even though the word is spelled with an *s*). Also, all people of Germanic origin must be careful to avoid using *t* or *d* for *th*; for example, *lĕngth*, not *lĕngt*; *brĕathe*, not *brĕd*.

WORDS OFTEN MISPRONOUNCED

mischievous	... mĩs'chĩ vũs	not mĩs chē'vĩ ũs
municipal	... mũ nĩs'ĩ pāl	not mũn ĩ sĩp'āl
museum	... mu zē'ũm	not mũz'e ũm
naïve	... nă ēv'	not nāv
nape	... nāp	not năp
necessary	... nēs'ě sěr ĩ	not nēs ě sār'ĩ <i>or</i> nes' sār ĩ
negligee	... nēg'li zhā' <i>or</i> nēg'li zhā'	not nēg'li jē
New Orleans	nũ ôr'lē ānz	not nōo ôr lēnz'
news	... nũz	not nōoz
Notre Dame	... nō'tr' dām <i>or</i> dām	not nôt rā dām
often	... ôf'n	not ôf'tēn
open	... ô'p'n	not ô'pēn
opera	... ôp'ēr ā	not ôp'rā
orchestra	... ôr'kēs trā	not ôr kēs't'rā
ordinary	... ôr'dĩ nēr ĩ	not ôrd'ĩ nār'ĩ <i>or</i> ôr'dĩn rĩ
palm	... pām	not pām <i>or</i> pālm
Palo Alto	... pāl'ō āl'tō <i>or</i> pāl'ō āl'tō	not pāl'ō āl'tō
panorama	... pān ô rā'mā <i>or</i> pān ô rām'ā	not pān ô rā'mā
pantomime	... pān'tō mĩm	not pān'tō mĩm'
partner	... pārt'nēr	not pārd'nēr
penal	... pē'nāl	not pēn'āl
penalize	... pē'nāl ĩz	not pēn'ā liz
perspire	... pēr spĩr'	not prē spĩr'
perspiration	... pũr'spĩ rā'shũn	not prēs'pĩ rā'shũn
pharynx	... fār'ĩŋks	not fār'n'ĩks
physiology	... fĩz'ĩ ôl'ô jĩ	not fĩz ôl'ô jĩ
physique	... fĩ zēk'	not fĩz'ĩk
piano	... pĩ ān'ō	not pĩ'ān ô
picture	... pĩk'tũr	not pĩ'chũr
plebeian	... plē bē'yān	not plēb'ĩ ān

WORDS OFTEN MISPRONOUNCED

poem	pō'ēm	not	pōm
pollen	pōl'ēn	not	pōl'ēn
potato	pō tā'tō	not	pō tā'tēr
Poughkeepsie	pō kīp'sī	not	pōw kēp'sē
precedent	prēs'ē dēnt	not	prē sēd'ēnt
preferable	prēf'ēr ā b'l	not	prē fēr'ā b'l
program	prō'grām	not	prōg'rām
psalm	sām	not	sām or sāl'm
pumpkin	pūmp'kīn	not	pūn'kīn
punctual	pūn'k' tū āl	not	pūnch'al
qualm	kwām	not	kwām or kwōl'm
quantity	kwōn'tī tī	not	kwōn'ī tī
quarantine	kwōr'ān tēn or kwōr'ān tēn'	not	kwōr'ān tīn
quarrel	kwōr'ēl	not	kwōrl
radiator	rā'dī ā'tēr	not	rād'ī ā tēr
radish	rād'īsh	not	rēd'īsh
recipe	rēs'ī pē	not	rē sēp'
recognize	rēk'ōg nīz	not	rēk'ā nīz
recuperate	rē kū'pēr āt	not	rē kōōp'ēr āt
régime	rā'zhēm'	not	rēj'ī mā
rendezvous	rān'dē vōō	not	rēn dēz'ē vūs
requisite	rēk'wī zīt	not	rē kuīz'īt
respectful	rē spēkt'fōōl	not	rē spēk'fūl
root	rōōt	not	rōōt
salmon	sām'ūn	not	sāl'mōn
sanguine	sān gwīn	not	sān' gwīn
San Joaquin	sān wā kēn'	not	sān jō kīn
San Jose	sān hō sā'	not	sān jōz'ē
San Juan	sān hwān'	not	sān jōō'ān
Schenectady	skē nēk'tā dī	not	schē nēk'tā dī
secretary	sēk'rē tēr'ī	not	sēk'ēr trī or sēk rē tār'ī
serenity	sē rēn'ī tī	not	sē rēn'ī tī
silhouette	sīl'ōō ēt'	not	sīl'hwēt
sleek	slēk	not	slik

WORDS OFTEN MISPRONOUNCED

solace	sōl'is	 <i>not</i> sōl'ās
solstice	sōl'stīs	 <i>not</i> sōl'stīs
sovereign	sōv'ēr in <i>or</i>	
	sōv'rīn	 <i>not</i> sōv'rān
sphere	sfēr	 <i>not</i> spēr
Spokane	spō kăn'	 <i>not</i> spō kân'
statistics	stā tīs'tīks	 <i>not</i> stā stīs tīks
status	stā'tūs	 <i>not</i> stāt'ūs
subtle	sūt'l	 <i>not</i> sūb't'l
suburb	sūb'ûrb	 <i>not</i> sōō'bûrb
superfluous	sū pûr'floo ūs	 <i>not</i> sōō'pēr floō'ūs
supple	sŭp'l	 <i>not</i> sōōp'l
tassel	tās'l	 <i>not</i> tōs'l
telegraphy	tē lēg'rā fī	 <i>not</i> tēl ē grāf'ī
temperature	tēm'pēr à tùr	 <i>not</i> tēmp'rā chēr
tenacious	tē nā'shŭs	 <i>not</i> tē nāsh'ūs
tepid	tēp'īd	 <i>not</i> tēp īd
tortoise	tôr'tŭs	 <i>not</i> tôr'toiz
toward	tō'ērd <i>or</i> tōrd	 <i>not</i> tô wārd'
triumph	trī'ŭmf	 <i>not</i> trī'ŭmp
tuberculosis	tū bûr'kū lō'sīs	 <i>not</i> tōō' bērk à lō'sīs
tune	tūn	 <i>not</i> tōōn
tyranny	tīr'ā nī	 <i>not</i> tīr'a nī
umbrella	ŭm brēl'ā	 <i>not</i> ŭm bēr ēl'ā
vice versa	vī'sē vûr'sā	 <i>not</i> vīs' vûr'sā
water	wō'tēr	 <i>not</i> wāt'ēr
what	hwōt	 <i>not</i> wāt
when	hwĕn	 <i>not</i> wĕn
where	hwâr	 <i>not</i> wâr
whether	hwĕth'ēr	 <i>not</i> wĕth'ēr
which	hwĭch	 <i>not</i> wĭch
while	hwīl	 <i>not</i> wīl
worst	wōōs'tĕd <i>or</i>	
	wōōr'stĕd	 <i>not</i> wōrst'ĕd
wound (to injure)	wōōnd	 <i>not</i> wōund
wrestle	rĕs'l	 <i>not</i> rās'l
zoölogy	zō ōl'ō jī	 <i>not</i> zōō ōl'ō jī

Words with two pronunciations

Among the confusing elements in our language is the fact that various words have two accepted pronunciations. Those who work and specialize in the field of language usually take the more commonly used form, and those who do not follow their lead are considered to be misinformed.

When a person is compelled to look up a word in a dictionary and finds that his usage is not absolutely wrong, he often clings to his old pronunciation with a tenacity which is little less than stubbornness. This tendency was illustrated by a young man who had been asked to use the short *i* in *finance*. Though current financial usage does not permit the long *i*, he found that marking given in the dictionary as a second choice and refused to change to the other pronunciation. Finally the broker became exasperated and said: "Young man, I have eaten *tomāto* sandwiches for sixty years, but tomorrow I will have *tōmatoes*, because I find that is the preferred form. Likewise, you will stop *financing* in my *finance* department." *

Secretaries who have been taught preferred forms are often unkindly critical of an employer's pronunciation. Before condemning a word, always be sure you are right—and there is not a second pronunciation.

WORDS WITH TWO PRONUNCIATIONS

advertisement	ăd vûr'tîz mĕnt	or ăd vēr tîz'mĕnt
again	à gĕn'	or à gān' (British)
against	à gĕnst	or à gānst' (British)
alloy	ă loi'	or ăl'oi
ally	ă lî'	or ăl'î
Alma Mater	ăl'mă mǎ'tĕr	or ăl'mă mǎ'tĕr
alternate	ôl'tĕr nât	or ăl'tûr nât
apparent	ă pǎr'ĕnt	or ă pâr'ĕnt
Arkansas	Ăr'kǎn sô	or Ar kǎn'zās

* *Webster's New International Dictionary* gives *tomāto* as the preferred pronunciation. No change has been made in *finance*.

WORDS WITH TWO PRONUNCIATIONS

association	ă sō'sī ā'shŭn	or ă sō'shī ā'shŭn
ate	āt	or ət (British)
automobile (noun)	ô'tô mō bēl'	or ô'tô mō'bīl
aye	ā (meaning <i>ever</i>)	or ī (meaning <i>yes</i>)
been	bĭn	or bēn (British)
brooch	brōch	or brōoch
calf	kāf	or káf
Carnegie	kār nā'gĭ	or kār nēg'ĭ
Cayenne	kā ěn'	or kī ěn'
cement	sē mēnt'	or sēm'ěnt (little used)
débris	dě brē'	or děb'rē
début	dā'bŭ'	or dē bū' or dā'boō (British)
decade	děk'ād	or dēk'ād
detail (verb)	dē tāl'	or dē'tāl
details (noun)	dē tālz'	or dē'tālz
docile	dōs'īl	or dō'sīl (British)
economic	ē'kô nôm'ĭk	or ěk'ô nôm'ĭk
either	ē'thēr	or ĭ'thēr
employee	ēm ploi ē'	or ěm'ploi'ē
envelope (noun)	ěn'vē lōp	or ǒn'vē lōp
extraordinary	ěks trô'r'dĭ nēr ĭ	or ěks'trā ôr'dĭ nā rĭ
garage	gā'rāzh'	or gār'āj
herb	ûrb	or hûrb
hostile	hōs'tĭl	or hōs'tīl (British)
humor	hŭ'měr	or ŭ'měr
Illinois	ĭl'ĭ noi'	or ĭl'ĭ noiz'
illustrate	ĭ lŭs'trāt	or ĭl'ŭs trāt
inquiry	ĭn kwĭr'ĭ	or ĭn'kwĭ rĭ
isolate	ĭ'sô lāt	or ĭs'ô lāt
jugular	jōō'gŭ lār	or jŭ'gŭ lār
juvenile	jōō'vē nĭl	or jōō'vē nīl
leisure	lē'zhŭr	or lēzh'ŭr
lien	lē'ěn	or lēn

WORDS WITH TWO PRONUNCIATIONS

Lima	 lī'mā (Ohio)	or lē' mā (Peru)
Los Angeles	 lōs ăn'gĕl ěs	or lōs ăn'jĕl ěs
ma'am	 mām	or mām
neither	 nē'thēr	or nī'thēr
pianist	 pī ăn'ist	or pē'a nist
predecessor	 přěd'ě sĕs'ěr	or přě'dě sĕs'ěr
prelude (noun)	 přěl'ūd	or přěl'ūd
quinine	kwī'nīn	or kwī nēn'
recess (noun)	 rĕ sĕs'	or rĕ'sĕs
reptile	 řĕp'tīl	or řĕp'tīl
Roosevelt	 rōz'ĕ vēlt	or rōz'vēlt (<i>not</i> rōos'vēlt)
route	 rōot	or rout
St. Louis	 sânt lōō'is	or sânt lōō'ī
scallop	 skōl'ŭp	or skāl'ŭp
scenic	 sĕ'nĭk	or sĕn'ik
servile	 sŭr'vīl	or sŭr'vīl (British)
simultaneous	 sī'mŭl tă'nĕ ũs	or sĭm ũl tă'nĕ ũs
telegraphy	 tĕ lĕg'ra fī	or tĕl ĕ grăf'ī
tomato	 tō mă'tō	or tō mă'tō

GUIDES TO SPELLING AND PRONUNCIATION

Webster's New International Dictionary.

The Century Dictionary.

Funk and Wagnalls "Standard" Dictionary.

The Oxford English Dictionary (standard on British pronunciations).

Lippincott's Universal Pronouncing Dictionary of Biography and Mythology.

Cassell's New French Dictionary, Funk and Wagnalls Company, New York.

Cassell's New German Dictionary, Funk and Wagnalls Company, New York.

Latin Dictionary for Schools, Charlton T. Lewis, American Book Company, New York.

New Spanish Dictionary, Arturo Cuyás, D. Appleton and Company, New York.

Baretti's Italian Dictionary, Whittaker and Company, London.

CHAPTER NINETEEN

Capitalization, Abbreviation, and Number Problems

Life's more than a breath and the quick round of blood; it is a great spirit and a busy heart. The coward and the small in soul scarcely do live.—ANONYMOUS.

Judgment open to criticism *

Any work which calls into play individual judgment is always open to criticism, for no two people see things in exactly the same light. In no place in secretarial work is there a greater necessity for the exercise of careful judgment than in deciding these three transcription problems: whether to capitalize or to use lower case, whether to abbreviate or to write in full, and whether to use a figure or to write a number out in words. In the last analysis, capitalization, abbreviation, and number problems are a matter of good judgment, which is built up on a knowledge of your own business. The kind of writing you are doing and the purpose you have in mind will usually determine the procedure.

Purposes of capitalization

Capitalization is used for emphasis. We capitalize names because we want to segregate them from common words; we capitalize titles because we want to emphasize the dignity which we attach to them; and we capitalize special words because we want to show our reader that we consider them important. Capital letters are a platform upon which we seat the dignitaries of written language.

An advertising style considers many words important. As a

result, an advertisement is filled with capital letters. A reserved type of writing, however, weighs each word and makes it pass a test of fitness for the honor before a capital letter is accorded to it. A rule of most businesses is: "When in doubt, capitalize. You seldom make a mistake by according too much honor, but you can offend by being too sparing in bestowing your favors." At the same time, incorrect capitalization indicates that the writer is naïvely impressed by the importance of the events about which he writes, or is striving to place false emphasis on a matter which he realizes is incapable of attracting a reader's attention through the regular medium of ordinary type. Publishing houses, newspapers, and magazines use capitals very sparingly.

Words with all letters capitalized are confined to advertising, to billing (where size is important), and to extreme cases which demand overemphasis.

Rules for capitalization

The following rules for capitalization must not be considered as limitations beyond which one dare not step. They are designed as guides to general usage. They may be followed rather safely in regard to what *not* to write in the lower case, but they do not attempt to outline the bounds within which business may properly employ capital letters.

Capitalize:

1. The first word in every sentence, or in every group of words used as a sentence.

The man is fair in his judgments.

Try this over on your piano.

Where will I find personal stationery?

Down with the rebels!

2. The first word in every line of poetry.

O pray you, noble lady, weep no more;

But let my words—the words of one so small,

Who knowing nothing knows but to obey,
 And if I do not there is penance given—
 Comfort your sorrows; for they do not flow
 From evil done; right sure am I of that,
 Who see your tender grace and stateliness.

—*Guinevere.*

Higher still and higher
 From the earth thou springest
 Like a cloud of fire;
 The blue deep thou wingest,
 And singing still doest soar, and soaring
 ever singest.

—*To a Skylark.*

Note: Line indentations are usually employed in poetry to accentuate rhymed lines; when such emphasis is not desired, the lines begin on an even margin. If a line of poetry must be carried to a second typewritten line, the forwarded part should not be capitalized, and should begin farther toward the center than does any regularly indented line.

3. The first word in a direct quotation.

She said, "Unless you are young and very pretty, we usually advise against trumping your partner's ace."

4. Every proper noun.

James, Jacksonville, The First National Bank, *The New York Times*, China

5. Every proper adjective.

American, Italian, Germanic, Indian, Venetian, Swiss

6. Titles of courtesy.

His Majesty, King George; His Excellency, Governor Lehman;
 Judge Corry; We beseech Your Royal Highness

7. Designations of members of religious, political, and fraternal organizations.

The Democrats and the Republicans are evenly divided.
 Herbert Hoover is a Friend.
 The Mormon choir broadcasts a delightful program.

The Methodists and the Masons united in having a picnic.
He is a Delta Sigma Delta.

8. All references to the Deity.

God; Father, Son, and Holy Ghost; His; Light of the World;
Love; Star of Bethlehem

Note: The word *god* is not capitalized when it refers to heathen or non-Christian gods.

Note: References to Mary, the mother of Jesus, when made in the Catholic sense, are also capitalized.

We pray for Her intercession.
Holy Mother, hear our needs.

9. Official titles when they precede a name, but not when they follow it.

President John M. Brown presided and Secretary L. M. Jones spoke.

Officers present were John M. Brown, president, and L. M. Jones, secretary.

Note: This rule applies only to titles in the body of a letter or other written matter, and not to those in the address, where words are uniformly capitalized.

John M. Brown, President,
The First National Bank,
Grand Boulevard, North Dakota.

10. Family titles used with a name or in direct address. (If used in other constructions, they are not capitalized.)

I suppose you will offer me the proverbial excuse that you were attending your aunt's funeral.

No, Uncle John died this time.

He doubts my excuse, Mother.

Would you like to talk to my mother?

11. Political titles used to refer to a specific person.

the Secretary of Commerce, the Prince of Wales, the Mayor, the Governor

Note: If it is not quite evident that a following name has been omitted, the word is not a capitalized title.

The Judge says bridge is an important game.
(The person spoken to knows you mean Judge Woodward.)
The judge was not interested in our case.
(The person is not interested in which judge tried your case.)

12. All words, except conjunctions, prepositions, and articles, in titles of literary works and in names of firms or organizations.

Review of Reviews; Capitalization and Abbreviation; John Doe and Company; The League for International Peace

However, some authorities prefer to capitalize all words of more than two or three letters (against, with, before, etc.).

The Man Against the Sky
Two Years Before the Mast
The Man With the Iron Mask

Note: When an article *the* is used before a corporate name, it should be capitalized if it forms a part of the registered name; otherwise *the* should be written in lower case, or omitted if it adds nothing to the fluency of the expression.

Our organization is The First National Bank.
Our organization is the First National Bank.

13. A descriptive name preceding a special name.

Lake Placid, Hotel Brighton, University of Pennsylvania, Club Marshall

Note: Two common styles are in use when special names precede descriptive names. Usually, business prefers the "up style" of capitalization in letter writing, but a few men require the "down style" in the body of a letter (never in the address). The "down style" is used in journalistic writing.

Up Style: Our Wall Street Office is being closed.
Down Style: Our Wall street office is being closed.
Up Style: He is attending Colgate University.
Down Style: He is attending Colgate university.

14. Names of courses, but not of subjects themselves—unless the latter are derived from proper nouns.

We registered for History I and Latin II.
We are studying history and Latin.
I enjoyed Professor Brown's course, Problems in American Democracy.

15. Names of special products in business, especially those which are registered as a trade-mark.

Pep, Red Devil, Esso, Fels, Shoecraft, Buttercrust

16. The first word and the title in a salutation, but only the first word in a complimentary closing.

My dear Neighbor:

Most sincerely yours,

17. Names of things personified.

It seems that Fate is against me.

Big Business demands loyalty and hard work.

We are convinced that Prosperity is just around the corner.

18. Days of the week and months of the year, but not the seasons.

Sunday, January, spring, summer, fall, autumn, winter

19. Points of the compass when they refer to a section of the country, but not when they indicate direction.

We cater to people who spend their winters in the South.

A strong south wind retarded our speed.

Persons with a Middle West point of view are likely to be interested primarily in America; those from the East, in European problems.

The trip east will be a very fast one with very few stops at airports on the route.

20. Capitalize *Federal*, *Constitution*, *Government*, *National*, and *State* when they refer to the United States or to the state in which you live.

The Government is trying to offer flood relief.

The State ticket is all prepared now.

The Constitution is our guide.

We are interested in school government.

Every one of our states has its own laws, but did these laws not merge into a national policy, we should have conflicts similar to those now prevalent in Europe.

The constitution of the society was well planned.

21. Such general terms as *club, society, company, association, school, college*, and others when used instead of the entire name of some special organization.

Will you drive up to the Club with me?

The Bank does not favor this policy.

I am writing this on Corporation time.

We shall see you on the Continent (usually Europe).

22. Names of holidays.

Armistice Day, Washington's Birthday, Labor Day, Christmas

23. The interjection *O*, but not *oh*, unless its use comes under some other capitalization rule.

Our yearning is, O for a thousand hands!

We are, oh, so tired!

24. Foreign prefixal terms placed before foreign names, when not preceded by a given name.

Eleanor von Schoenberg

The Von Schoenberg family

Note: When foreigners become naturalized American citizens, they often Americanize such names by capitalizing the prefixal term or omitting it altogether. However, if a person prefers to retain the foreign form, he is given that privilege, and you should follow his choice.

Alta De Rose

Alta Rose

Alta de Rose

25. Any noun followed by a Roman numeral.

Chapter II

Section IV

Purposes of abbreviation

Abbreviation is a shortening process. One may shorten his forms in writing either because of haste or because of limited writing space. In hasty types of writing, abbreviation may be employed freely, but in leisurely styles of writing shortening is not desirable. Billing, listing, and tabulating are usually done in

abbreviated form. Of course, final consideration must always be whether a reader will easily comprehend the shortened form. Surely little time is saved in writing an abbreviated memorandum to a person who does not understand the terms you are using. When writing to people with technical training, you may quite properly make maximum use of abbreviations, because shortened forms aid in quick scanning. Real danger in the use of abbreviations comes from a tendency to fail to consider the layman; in letters to him, technical terms should not only be written out in full, but they should also be explained.

A minimum of abbreviation is advisable in solid forms of writing. Letters which are designed to reflect leisureliness use complete terms. Businessmen are usually loath to give an impression of slighting even an unimportant note; therefore, in writing business letters they frequently avoid even accepted abbreviations. Portions of a letter which can be tabulated in the body of a paragraph may quite properly contain abbreviations.

Rules for abbreviation

A few guides regarding standard practice will help you to become acquainted with abbreviations which will be easily understood by your readers. Your attention is directed to the following:

1. A good general rule for abbreviating is: Shorten as many words as possible in billing and tabulating (always keeping in mind that the abbreviations must be understood by the reader), but use abbreviations sparingly in letters and solid matter. For example, in a statement you would say:

Your memo. 8/18. Shipped via Penna. RR.

817 lbs. Phila. Cement to Messrs. Smith & Jones,

21 S. Marion St., Bethlehem, Pa.

A letter regarding the same instructions would read as follows:

In compliance with your memorandum of August 18, we are

shipping by way of Pennsylvania Railroad 817 pounds of Philadelphia Cement to:

Messrs. Smith and Jones,
21 S. Marion Street,
Bethlehem, Pennsylvania.

2. Names of cities and streets are not abbreviated, even in the address of a letter.

Philadelphia, Pa., *not* Phila., Pa.; Washington Ave., *not* Wash. Ave.

Note: Although the words *street* and *avenue* and names of states are best written in full in a letter, they may be abbreviated in informal types of business letters if they form a part of the address. They are never abbreviated in any other instances.

3. Do not abbreviate given names unless the persons to whom the names refer write them that way.

Geo., Chas., Wm., Jos., Jno.

4. A few abbreviations have become so commonly used in certain phrases that they are seldom written out in full, even when the forms are used in dignified writing.

Ft. Collins, Mt. Morris, St. Cloud, No. 18

Note: Include in this classification the titles Messrs., Mr., Mrs., Dr. when they appear before a name, and Jr., Sr., Esq., and initials for degrees when they follow a name.

I inclose the note of Mr. J. E. Carl, Jr.

He is several years my junior.

We live in St. Paul.

He is a saint.

5. Degrees, in abbreviated form, follow a name and are separated from it by a comma. When copying degrees, arrange them in the inverse order of their importance.

Harold M. Kinn, B. S., M. A., Ph. D.

Note: When two degrees of approximately equal rank are included in a list, the one of most importance in connection with what is being written will be reserved for the last. Writers often list their degrees of equal importance in the order in which they were conferred.

In a banking article, one would probably write:

Harold M. Kinn, Ph. D., D. C. S.

6. While it may be permissible in the body of a letter to abbreviate titles and the name of the state when quoting an address, these same terms should never be abbreviated when used in other constructions in the letter.

We are shipping the circulars to Dr. James M. Grant, 18 W. Fourth Street, Allentown, Pa. The doctor will see to the distribution of these circulars in his section of Pennsylvania.

7. Do not repeat title abbreviations which mean the same thing. Two abbreviations which indicate different titles of offices may be used.

Dr. James Smith, *or* James Smith, M. D. (*never* Dr. James Smith, M. D.)

Major J. T. McDonald, M. D. (titles do not overlap)

Note: When an abbreviation follows a name, it should be set off by commas, but no commas are used when it precedes the name. A few writers do not set off *Jr.* and *Sr.*, but the majority of business houses require the comma.

8. When degrees appear alone in the body of a letter, they are not abbreviated.

John M. Baker, B. S.

He was granted a bachelor of science degree.

9. In formal writing, *Honorable* and *Reverend* may be either abbreviated or written in full before a name, but they must be preceded by the article *the*.

the Hon. Charles Evans Hughes *or*

the Honorable Charles Evans Hughes

the Rev. James Levings *or*

the Reverend James Levings

Note: If the given name is omitted, then include another title in the body of a letter.

the Honorable Justice Hughes

the Honorable Doctor Copeland

the Reverend Father Levings

10. In mentioning a man and his wife, or a woman and her

husband, do not use the expressions "and wife" or "and husband."

Mr. and Mrs. John White, *not* John White and wife

Dr. and Mrs. E. H. Frain, *not* Mrs. Frain and husband

11. In repeating a reference to a person already named in a letter, use only his title and his family name. In referring to a man for the first time, write his full name without the title *Mr.*, but see that any title of distinction precedes his name. *Mrs.* or *Miss* must always precede a woman's name.

James F. Harvey (never use *Mr.*) will call on you tomorrow. Mr.

Harvey (do not repeat *James*) has been with us for the last ten years.

Dr. H. M. Brown is to be at our clinic tomorrow. Dr. Brown has devoted many years of his life to treating crippled children.

We have just been conferring with Mrs. Anna Wilson in regard to her sweeper. Mrs. Wilson tells us that it tears her carpets.

The Rev. J. M. Lane will preside. Will you assist the Reverend Mr. Lane?

12. In the body of a letter, it is generally advisable to spell out *company, corporation, association, brothers, street, avenue, boulevard, park, general, president, secretary, captain, professor, father*, and similar terms; this is not necessary in an address, in footnotes, or in billing, tabulating, and listing.

Note: President, when referring to the President of the United States, is never abbreviated.

13. Avoid the following abbreviations in the body of a letter.

namely—*viz.*

that is—*i. e.*

for example—*e. g.*

and other things—*etc.*

and—*&*

Note: In a company name the ampersand (&) is used if its use has been adopted by the firm itself; but if the firm uses the word *and*, you should follow that form. Letterheads or directories should be consulted to verify such forms.

14. Do not abbreviate *United States* in ordinary writing.

A citizen of the United States is welcome.

The United States will be represented.

Note: The fact that newspapers use the abbreviation *U. S.* in some constructions makes use of the form permissible in business English:

U. S. Navy, U. S. Marines, U. S. Steel

Note: The abbreviation *U. S. A.* would be used in giving your address to a foreign correspondent:

James M. Smith & Co.

1166 Locust Street

Philadelphia, Pa.

U. S. A.

or in referring to a person in the United States Army:

Gen. A. R. Smith, U. S. A. *but*

Are you in the U. S. Army?

15. Never abbreviate *Christmas*. *Xmas* is vulgar and is highly objectionable to some readers.

16. Lastly, be sure that you are using the correct abbreviation when you finally decide the shortened form would be sanctioned as good usage.

Days of the week

Days of the week are never abbreviated in a letter. In billing, these forms are used:

Sun., Mon., Tues., Wed., Thurs., Fri., Sat.

In certain forms of tabulation, names of the days must be inserted in a very limited space. When you cannot type column headings vertically on a table or allot five spaces to the daily column (the number necessary for the abbreviation of Thursday), each abbreviation is often cut to two or three letters, with no period following the forms.

SU MO TU WE TH FR SA

or

SUN MON TUE WED THU FRI SAT

Months of the year

Months are never abbreviated in the body of a letter and seldom in the date line. In billing, these forms are used:

Jan., Feb., Mar., Apr., May, June, July, Aug., Sept., Oct., Nov.,
Dec.

If tabulation makes it necessary to reduce names of months to three spaces, the regular abbreviations are used, except for these necessary changes: *Jun, Jul, Sep.*

States and territories of the United States

One should always either follow abbreviations sanctioned by the United States Post Office Department or write names of states in full. "Manufactured" abbreviations cause no end of trouble. Learn the following thoroughly:

Ala.	Ind.	Nebr.	R. I.
Ariz.	Kans.	Nev.	S. C.
Ark.	Ky.	N. H.	S. Dak.
Calif.	La.	N. J.	Tenn.
Colo.	Md.	N. Mex.	Tex.
Conn.	Mass.	N. Y.	Vt.
Del.	Mich.	N. C.	Va.
D. C.	Minn.	N. Dak.	Wash.
Fla.	Miss.	Okla.	W. Va.
Ga.	Mo.	Ore.	Wis.
Ill.	Mont.	Pa.	Wyo.

Note: Observe some of the dangers of poor abbreviation. The abbreviations for *California* and *Colorado* were changed because of difficulty in distinguishing between many a handwritten *Cal.* and *Col.* *Dak.* is written for *Dakota*, because if only *D.* were used, *N. D.* and *S. D.* might be confused with *N. C.* and *S. C.*, there being a tendency in typing to strike a *D* for a *C*. There is little danger of "mis-striking" a key in writing *Ga.*, *La.*, *Pa.*, and *Va.*, because different fingers are used in reaching for the first letters of these words. Some writers always spell out *N. H.*, *N. J.*, and *N. Y.*, because *H*, *J*, and *Y* are all struck with the same finger. Abbreviations often written incorrectly are *Ky.*, *Mo.*, *Pa.*, *Vt.*, and *Va.* *Idaho*, *Iowa*, *Maine*, *Ohio*, and *Utah* are not abbreviated. Although it is possible to abbreviate *Philippine Islands* (*P. I.*) and *Puerto Rico* (*P. R.*), most writers

spell names of territories in full. It is interesting to note in this connection that many secretaries do not realize that domestic postage rates cover mail to Alaska, Puerto Rico, Hawaii, and other American territories, while Cuba, Canada, and Mexico come under foreign rates, although the last-named countries are really much nearer to the United States than the territories previously mentioned.

Business abbreviations

Although an unabridged dictionary gives a fairly complete list of abbreviations, it is sometimes hard to find the abbreviation for a certain phrase which does not follow an alphabetic arrangement of the word itself. The following list of abbreviations has been compiled with a view to its general secretarial usefulness. Certain abbreviations are given in one way in the dictionary but are used in a different way in billing, where they are probably most frequently encountered. In the list given, business usage has been followed. For example, the dictionary gives *b. l.* for bill of lading, but most secretaries are required to write *B/L*. Though it must not be supposed that *b. l.* is never used, the other form is given here in order to acquaint you with current business usage. A lack of knowledge of abbreviations used in business will cause much confusion for a beginner. Periods are commonly eliminated in repeating the name of a bureau which is commonly abbreviated, but courtesy to readers demands that the title be written in full the first time it is mentioned in an article or letter.

A. A. A. American Automobile Association

A. B. A. American Bankers Association

a/c or *acct.* account

a. c. alternating current

A. D. in the year of our Lord

Adj. Gen. Adjutant General

adv. or *advt.* advertisement

A. E. F. American Expeditionary Forces

agcy. agency

agt. agent

alt. alternate

- A. M.* Master of Arts; before noon (also a. m.)
A. M. A. American Medical Association
Am. or *Amer.* America; American
amt. amount
anon. anonymous
ans. answer
A. P. Associated Press
A/P accounts payable
approx. approximately
A/R accounts receivable
arr. arrives; arrived
art. article; artillery
assn. association
asst. assistant; assorted
att. or *atty.* attorney
ave. avenue
B. A. Bachelor of Arts; British America
bal. balance
B/B bank balance
bbl. barrel
B. C. Bachelor of Chemistry; before Christ; British Columbia
bd. board; bond; bound
bdl. bundle
B/E bill of exchange
bet. between
bg. bag
bk. bank; book
bkg. or *bank.* banking
bl. bale
B/L bill of lading
bldg. building
bldr. builder
blk. block
blvd. boulevard
B. M. E. Bachelor of Mechanical or of Mining Engineering

- B/P* or *B. pay.* bills payable
B/R or *B. rec.* bills receivable
B/S balance sheet; bill of sale
B. S. Bachelor of Science
bu. bushel; bushels
B/V book value
bx. box
C. centigrade
c. & f. cost and freight
C/B cash book
cc. cubic centimeter
cf. compare
c. f. i. cost, freight, and insurance
c. i. f. & c. cost, insurance, freight, and commission
c. i. f. c. & i. cost, insurance, freight, commission, and interest
cm. centimeter
Co. county; company
c/o care of
c. o. d. or *COD* cash, *or* collect, on delivery
Com.-in-CHF. Commander-in-chief
con. consolidated
cont. continuing; continued; contract
conv. convertible
coop. coöperative
cor. corner
corp. corporation
Corp. corporal
cp. compare, coupon
c. p. candlepower; chemically pure
cr. credit; creditor; creek
ct. cent
ctf. certificate
ctge. cartage
cts. cents
cu. cubic

- c. w. o.* cash with order
cwt. hundredweight
D/A deposit account; drawing account; documents upon acceptance
D/ B or *D.B.* day book
d. c. direct current
dept. department
dis., disc., or *disct.* discount
dist. district
div. dividend, division
do. ditto
doz. dozen
dr. debtor; debit
Dr. doctor
E. east
ea. each
e. & o. e. errors and omissions excepted
ed. editor; education; edition
e. e. errors excepted
e. g. for example
eng. engineer; engineering
engr. engraver; engraving
esp. especially
est. estate; estimated
estab. established
et al and others; and elsewhere
etc. and other things
exch. exchange
exec. executive
F. Fahrenheit
f. a. s. free alongside ship
fin. sec. financial secretary
f. o. b. or *FOB* free on board
fol. following
frt. or *fgt.* freight

- ft.* foot; feet; fort
fwd. forward
gal. gallon; gallons
gen. general
gov. governor
govt. government
g. t. c. or *GTC* good till canceled *or* countermanded
gtd. guaranteed
h. c. l. high cost of living
hdkf. handkerchief
HOLC Home Owners Loan Corporation
Hon. honorable
h. p. horsepower
hr. *hour
hrs. hours
I. B. A. Investment Bankers Association
I. C. C. Interstate Commerce Commission
id. the same
i. e. that is
in. inch; inches
inc. incorporated; increase
incl. inclosure; including
ins. insurance; inspector
inst. instant—of this month; instalment
int. interest
I. O. U. “I owe you”—used as an acknowledgment of a debt
I. W. W. Industrial Workers of the World
J/A joint account
Jr. junior
k. karat; knot
kg. keg; kilogram
km. kilometer
kw. or *k.w.* kilowatts
kw.-h. or *kw.-hr.* kilowatt-hours
l. c. lower case

- L/C* letter of credit
LL.B. Bachelor of Laws
l. t. long ton
Lt. or *Lieut.* lieutenant
Lt. Gov. Lieutenant Governor
ltd. limited
lv. leave; leaves
m. meter
M. A. Master of Arts
mag. magazine
Maj. Gen. Major General
max. maximum
M. B. A. Master of Business Administration
M. C. S. Master of Commercial Science
M. D. Doctor of Medicine
mdse. merchandise
meas. measure; measuring
memo. memorandum
Messrs. Messieurs
mfg. manufacturing
mfr. manufacturer
mgr. manager
mi. mile; miles
min. minimum
misc. miscellaneous
mkt. market
Mlle. Mademoiselle
Mlles. Mesdemoiselles
m. m. the necessary changes being made
Mme. Madame
Mmes. Mesdames
M/O or *M.O.* money order
mo. month
M. P. member of Parliament
m. p. h. miles per hour

- Mr.* Mister (pl. Messrs.)
Mrs. Mistress; "Missis" (pl. Mmes.)
MS. manuscript
MSS. manuscripts
Mt. mount
mtg. mortgage
mts. mountains
Mus. B. Bachelor of Music
M/V market value
N. north
N. A. North America; North American
Natl. or Nat. National
N/B National Bank
N. B. note well
n. g. no good (colloquial)
No. number
nol. pros. to be unwilling to prosecute
Nos. numbers
N. Y. C. New York City
o. e. omissions excepted
O. K. all right
O/R or O.R. owner's risk
O/S or O.S. out of stock
oz. ounce, ounces
p. page
pat. patent, patented
payt. payment
pd. paid
p. d. q. pretty damned quick (vulgar)
pf.d. preferred
pk. peck
pkg. package
pkt. packet
P/L or P & L. profit and loss
P. M. postmaster, afternoon (also written p. m.)

- pop.* population
pp. pages
P/P parcel post
pr. pair; pairs
Pres. president
P. S. postscript
pt. pint; part
qt. quart
R. D. rural delivery (R. F. D. not used now by P. O. Dept.)
recd. received
ref. reference; referred
reg. register; registered
rep. representative; representing
r. p. h. revolutions per hour
R. R. or *RR.* railroad
R. S. V. P. reply, if you please
rt. right
Ry. railway
S. south
S. A. South America
S/B savings bank
s. c. small capitals
Sc. B. Bachelor of Science
sec. secretary
sect. section
Sgt. Sergeant
sh. share
shpt. shipment
S/O seller's option
Soc. society
SOS a distress call
sp. gr. specific gravity
Sr. senior
ss. namely; to wit
SS. steamship

- St.* street; saint
s. t. short ton
sta. station
stet let it stand
stk. stock
str. steamer; strait
supt. superintendent
syn. synonym
synd. syndicate
t. ton
t. b. tuberculosis (colloquial)
T/B trial balance
T/C trust company
TNT trinitrotoluene (a highly explosive substance)
tr. transpose; trust; trustee
Treas. treasurer, treasury
twp. township
ty. or ter. territory
u. c. upper case
ult. ultimo—of the last month
U. S. A. United States of America; United States Army
U. S. M. United States Mail
U. S. N. United States Navy
viz. namely; to wit
vol. volume
V. P. or Vice-Pres. vice-president
vs. versus
W. West
W/B waybill
w. f. wrong font
whf. wharf
w. i. when issued
wk. week
wt. weight
W/W warehouse warrant

yd. yard

Y. M. C. A. Young Men's Christian Association

Y. M. H. A. Young Men's Hebrew Association

Y. P. S. C. E. Young People's Society of Christian Endeavor

yr. year

Y. W. C. A. Young Women's Christian Association

Y. W. H. A. Young Women's Hebrew Association

Reading of numbers

One accountant who was checking shipments involving millions of dollars tested nearly fifty girls before he found one who knew how to read numbers correctly. The decimal point should be read "and" in quoting numbers. Although this is the only time *and* should be used in reading figures, some secretaries insert the word a number of times. This habit makes their reading very confusing to the person who is writing down or checking figures.

\$116,947.25

Read: One hundred sixteen thousand nine hundred forty-seven dollars *and* twenty-five cents.

Never intersperse your reading with useless "and's" like this:

One hundred *and* sixteen thousand *and* nine hundred forty-seven dollars and twenty-five cents.

Suppose a man asks you to read to him a tonnage report while he puts down the figures. In order not to have any transpositions or inaccuracies, he will try to keep right up to your reading. In reading 587.6 *T.* correctly, you will phrase *five hundred eighty-seven*, then say *and* for the decimal point, and continue *six-tenths tons*. Were you to say *five hundred and eighty-seven*, the man would have written 500 before you got to the *eighty-seven*. Such inaccurate reading necessitates erasures and causes much confusion. If no decimal point is written, as in mixed numbers, the *and* is read before the common fraction.

8¾

Read: Eight and three-quarters

Mathematical ability

One special grievance of employers is that letters lack mathematical correctness. In consulting an employment agency, a businessman will snap out, "How about a little eighth-grade arithmetic?" This question should warn you that if you are going to deal with figures, it would be a good plan to review an arithmetic book. Many things in it will be much clearer to you now than they were ten years ago. Children learn much of this valuable background by rote, with little idea of its practical application.

Really, the main cause for mathematical errors does not lie so much in a lack of knowledge of the comparatively small number of arithmetical processes involved in secretarial duties as in a lack of sufficient care in checking work. Secretaries seldom check their work to such a point that it does not contain errors they might have eliminated themselves. Your chief danger will lie, not so much in your inability to figure discounts, wall paper, floor space, or any other kind of problem, as in your neglect to prove, in typing a letter, that a payment of \$25.00 on a \$48.76 account does not leave a balance due of \$13.76, or even of \$23.67.

Remember that unless your letters reflect your ability to add, subtract, multiply, and divide correctly, the fact that you may know when to write a number in full and when to write a figure will not impress a businessman in the least.

Advantages and dangers in writing figures

Figures are short and easy to read. Business letters, being designed to be read quickly, make much wider use of figures than do other types of writing. Your final test for determining whether or not you should write a figure or a word will be whether you think that the reader will be likely to refer to the number after he has finished reading the material in which it is contained. One danger must always be kept in mind in sending out work containing figures; that danger is lack of correctness.

Few secretaries know the bank of number keys on a typewriter; hence, they strike wrong keys or else, in looking up to see that they are striking the right key, they lose their place on the page they are copying. A figure that is insignificant from a typewriting point of view may be vitally important from the reader's standpoint. It *does* make a slight difference whether we get to a place on May 8 or May 9.

Rules for writing figures

These rules are compiled to acquaint you with good usage. Only a few of them are such hard and fast rules that they cannot be varied to suit your employer's preference.

1. Years are almost never written in full, except in the wording of formal invitations or in legal documents.

He moved here in 1913.

2. Months are never written in figures in a letter. However, in billing or tabulation the following forms are widely used:

8/17/39 8-17-39

3. Days are usually written in figures in a letter. When the date is given to include figures for the year, figures must be used for the day also. If the year is missing, some secretaries prefer to write the day in words.

All of these forms are correct: March 1, 1940

March 1

March first

the first of March

the 1st of March

Note: When the month directly precedes the day, the *st*, *d*, or *th* are not written with the figure; but when the foreign order is used, the letters do follow the figure.

He will be here March 21.

He will be here the 21st of March.

4. Hours are written in full if the written form is very short;

but if the written form would be too long for easy reading, figures are used.

I shall see you at two o'clock.
We shall expect you at 9:15 p. m.
I take the 8:27 every morning.

5. Figures which indicate the year of graduation are placed in abbreviated form after the name of the graduate or his school.

Write to James M. Brown, '29. He was a graduate of Harvard Law School '29, and took postgraduate work in juvenile delinquency.

6. Never use a number at the beginning of a sentence. Rearrange the sentence, if necessary, to avoid such a use.

Wrong: 1929 was a good year for us.
Right: The year 1929 was a good one for us.

7. When one number follows another, a choice must usually be made as to which one can best be spelled out.

Buy 75 five-cent apples.
There will be two 75-yard dashes.

Note: When it seems best to write both numbers in figures, a comma may be used; however, it is generally preferable to rearrange the sentence.

In 1931, 87,694 letters were dispatched from this office.
In 1931 this office dispatched 87,694, letters.

8. Ages are usually written in full in a letter, unless they include months and days.

I am thirty years of age.
He was 71 years, 8 months, 22 days old.

9. Write figures for temperature readings.

62° F. 24° C.

10. Approximations should be spelled out.

We have about two hundred patients here now.
The dress costs nearly fifty dollars.

11. Do not spell out four-figure numbers as hundreds instead of thousands (even in dates).

Wrong: Fourteen hundred ninety-two

Right: One thousand four hundred ninety-two

12. No period follows *per cent* today, though it formerly was treated as an abbreviation of the Latin *per centum*. In very informal business letters, the per cent sign may be used where it is desirable to have quotations stand out prominently.

Fifty per cent of our stock is gone.

The price is \$875, 20% off for cash.

13. Quantities which are followed by a word indicating weight or measure are given in full in the more formal types of writing; but figures are used in a business letter when one might be interested in later referring to the quantity only. Usually the measure is not abbreviated, except in a letter giving quotations.

They have a ten-pound son.

Send us 10 pounds of flour.

Flour prices are: 10 lb., 67¢; 25 lb., \$1.47.

14. In reporting athletic events, election returns, and other statistical matter which will be referred to hastily, always use figures.

His time was 2:45:27.

The score is 14-6.

He won by a majority of 6,749 votes.

Mr. Jones got 10 votes; Mr. Smith, only 6.

They produced an average of 35 letters an hour.

15. In writing dimensions in a letter, it is usually considered best to write the numbers in full; but when it is desirable that the measures stand out for comparison or quick reference, they may be written in figures. In writing to the technically trained, signs may be used for inches and feet.

In an article on decoration: The rugs were nine feet wide by twelve feet three inches long.

To a woman customer: We now have the rug which you admired last week (No. 18) in the size you need, 9 ft. by 12 ft. 3 in.

To a rug merchant: We are shipping Pattern No. 18 in size $9' \times 12' 3''$.

16. Sums of money which cannot be expressed in two words should be written in figures.

Twenty-five dollars

Two hundred dollars

Eighty-seven cents

\$175 \$19,747.23

Note: If the price will be needed for comparison or reference, it should always be written in figures.

17. Do not use extra ciphers to indicate no cents. Omit the decimal point.

Our tables are now selling for \$37.

We are crediting you with \$7.

We offer you \$650 for the car.

Note: When figures are used in comparisons in a letter, the ciphers should be used to indicate cents if the next amount cannot be written without a decimal point.

The price will now be \$51.00 instead of \$59.50 as previously quoted.

18. A dollar sign should not be used in writing sums of money less than one dollar.

The toy costs eighty-seven cents.

or

The toy is quoted at 87¢.

but not

The toy costs \$.87.

19. Sums of money spelled out should be followed by the figures in parentheses only in legal writing, or in a letter of the legal type. When figures are repeated after a written sum or a written number, they should directly follow the expressions which they repeat.

Right: The sum of fifty-seven dollars (\$57) is to be paid.

The sum of fifty-seven (57) dollars is to be paid.

We guarantee to enlist the help of eighty (80) persons.

Wrong: The sum of fifty-seven (\$57) dollars is to be paid.

We guarantee to enlist the help of eighty persons (80).

20. Write in full all numbered streets and avenues when the figure is 10 or lower. Use figures for numbers above *tenth*. In formal types of writing, such as invitations, the street number is spelled out, regardless of its length.

281 Fifth Avenue

187 W. 18th Street

Note: If no letter of direction appears between the house number and the street number, it is advisable to write the street number in full, unless it is too long. In the latter instance, a dash is used to separate the house number from the street number.

18 Thirteenth Avenue

917—210th Street

21. House numbers should always be written in figures, with the possible exception of a house numbered "1."

9 E. 87th Street

One Fifth Avenue

22. Roman numerals are usually capital letters and do not need to be followed by a period, unless it is needed for a purpose other than that of indicating abbreviation.

I—1	VIII— 8	LX— 60	D— 500
II—2	IX— 9	LXX— 70	DC— 600
III—3	X—10	LXXX— 80	DCC— 700
IV—4	XI—11	XC— 90	DCCC— 800
V—5	XX—20	C—100	CM— 900
VI—6	XXX—30	CC—200	M—1000
VII—7	XL—40	CCC—300	MM—2000
	L—50	CD—400	

MCMXXXII—1932

Note: When *M* is used as an abbreviation for 1,000, as in references to quan-

ties of lumber or bonds, a figure is used before the *M* instead of additional *M*'s being added.

2 M ft. White Pine Flooring (not MM ft.)

3M Fourth Liberty 4¼'s (not MMM bonds)

23. Common usage has settled upon certain types of designations which require Roman numerals and others which require Arabic numbers. References to sections of writing are:

Vol. I	Vols. I & II
Book I	Books I & II
Part I	Parts I & II
Chap. I	Chaps. I & II
Art. I	Arts. I & II
Sect. I	Sects. I & 2
col. I	cols. I & 2
p. 29	pp. 29 & 30
v. 29 (line of poetry)	vv. 29 & 30
l. 29	ll. 84-97
No. I	Nos. I & 2
Fig. I	Figs. I & 2
Ill. I	Ills. I & 2
Table I	Tables I & 2
Chart I	Charts I & 2

Note: When a listing of articles or sentences is made in tabulated order, a period follows the Arabic number. In the body of a paragraph, the number is enclosed in parentheses.

I am listing below the points in my general background which may have a bearing on this position:

1. Age—28 years
2. Education—Palmerton High School '32
Swathmore College '36
Peirce School of Business '37
3. Religion—Episcopalian
4. Experience—Secretary for two years to
Hon. M. M. Brown,
1616 Broad Street,
Philadelphia, Pa.
5. References—My former employer

We are giving you three choices: (1) a black with silver trimmings, (2) a blue with silver trimmings, and (3) a tan with brown trimmings.

BOOKS THAT WILL GIVE YOU A BASIS FOR JUDGMENTS IN CAPITALI-
ZATION, ABBREVIATION, AND NUMBER PROBLEMS

Any standard dictionary (abbreviation lists in back).

The Nelson Handbook of English, Hanford, McLeod, and Knowlton, Thomas Nelson & Sons, New York.

College Handbook of Composition, Woolley and Scott, D. C. Heath and Co., Boston.

Effective English, Louis Wann, Prentice-Hall, Inc., New York.

Methods and Status of Scientific Research, Spahr and Swenson, Harper & Bros., New York.

The Secretary's Handbook, Taintor and Monro, Macmillan Co., New York.

Business Executive's Handbook (Revised), edited by Stanley M. Brown, Prentice-Hall, Inc., New York.

CHAPTER TWENTY

Sentence Structure and Punctuation

If a man operates in the field of science, clearness and accuracy are essential; if in the field of politics or literature, style must be added.—OWEN D. YOUNG.

Punctuation dependent upon structure

When one calls for a voicing of their needs by a group of secretaries, a majority of them answer, "Punctuation." That they should so unanimously criticize their own secretarial ability on this point makes one wonder why they do not consult some handbooks and learn the punctuation rules, which are comparatively few in number. A testing of almost any class on punctuation rules reveals individuals to be, not glaringly weak on this part of secretarial work, but surprisingly weak on points of which they seem much less conscious.

Just why are secretaries so convinced that they need to know punctuation rules? Usually it is because they are trying earnestly to punctuate something that should never have been worded as it has been. Good punctuation is dependent upon good sentence structure; no amount of punctuating can make a poor sentence correct. Voice, gesture, facial expression, and pauses make a dictated sentence clear. Punctuation, in writing, must supplant these physical aids to interpretation. Properly punctuating a letter as it is being transcribed is comparatively easy if the thought to be expressed was perfectly clear in the mind of the author as he dictated. However, if he did not know just what he was going to say, he may have wandered around in his dictation to such an extent that he failed to express his ideas clearly. A reader of a letter expects a direct and concise statement of the

matter involved. Often a letter must say in three hundred words what a man would take fifteen minutes of conversation to discuss. A style which is too conversational may be very difficult to punctuate, not because it is incorrect grammatically, but because its unexpected appearance in a letter puts a severe burden of interpretation upon punctuation marks.

Punctuation consciousness

The chief trouble with most secretaries is not that they do not know how to punctuate their transcriptions, but that they are not conscious of punctuation while taking dictation. Consequently they omit periods, question marks, commas in unusual constructions, and other aids to interpreting notes. When a secretary goes back to read over her notes, she may have forgotten the inflection in her employer's voice when he was dictating. If the end of a sentence has not been indicated, the first phrase of the next sentence may fit right onto the unmarked end of the sentence she is writing. Transcripts reveal a surprisingly large number of such errors.

Wrong: We immediately filled their order. While they waited, they expressed appreciation of our prompt service.

Right: We immediately filled their order while they waited. They expressed appreciation of our prompt service.

Sequence of ideas

In constructing sentences we should aim chiefly to place our thoughts before the reader in the precise order needed to enable him to comprehend the message. If his mind must rearrange items before it is possible for him to get our meaning, reading will be slow. Important ideas may be lost sight of before their full importance is grasped. For this reason a business letter which does not have a subject heading should include in the first sentence some mention of the subject.

Poor: Your order of March 15 is being filled by our Detroit branch because our stock here is temporarily exhausted.

Better: Because our stock here is temporarily exhausted, our Detroit branch is filling your order of March 15.

Arrangement of a sentence is often dependent upon a dramatic element. That portion of a sentence which the author wishes emphasized is placed in a position where it will make an impression upon the mind of the reader. In the following sentence, the writer wishes to emphasize the date of starting a new policy.

Starting next Monday, but not applying to orders previously filed with us, a cash policy will be instituted at this store which will enable us to sell all goods four per cent below present price standards.

Types of sentences

The type of sentence to be used in any given place is largely dependent upon the kind of writing being done. Short sentences are not necessarily better than long ones; a long sentence may be the proper medium for conveying a number of closely knit ideas. A letter composed of too many short sentences sounds choppy; a series of long and involved sentences taxes the reader's power of retention. Short sentences should be used to speed up the tempo of writing when a writer's object is to get quick action; longer sentences are used in explanations.

Advertising letters are usually good examples of business writing. They are written to a certain class of people for a definite purpose. Some letters to a highly educated class of correspondents may be more interesting if complex constructions are used, probably because we have come to associate extremely short sentences with flamboyant advertising. However, simple constructions are most effective in an ordinary letter, because the reader does not then find interpretation burdensome.

Good sentence structure should be adopted, not merely because it is the correct usage to employ, but because it expresses most accurately the idea we want to convey. A grammatically

correct letter is not always a good letter. The author of an English book wrote a test advertisement for a firm. The members thought that it was excellent, but it failed to bring in tangible results. The firm then tested the "pulling power" of a letter written by a successful young salesman. That letter was not a model of sentence structure, but the response it brought forth was astonishingly good. The young man knew his product and his customers; therefore, he had an effective message. You will have to guard against having a purely literary interest in letters you write for your employer. Just because a letter does not appeal to you as being a model of good English is no reason for condemning it. Business is looking for letters which will bring in profits. Language should never be the master; it must always be the servant of the writer.

Simple sentences

A sentence which has one subject and one predicate ordinarily needs little attention.

Furs are now selling at the lowest prices in history.

Although either subject or predicate, or both, may be compound, the sentence remains simple in structure. However, the problem of agreement between subject and verb is always present.

Furs and dresses / are bought and sold at low prices.

Either profit or loss / is sure to be small.

A simple sentence which is overburdened with modifiers sometimes becomes a real problem in punctuation. Usually, the thought is much more clearly expressed if the ideas are recast into a complex sentence structure.

Poor: Being overburdened by home worries and cares, a secretary and her employer, generally so congenial, became irritable and allowed their peace of mind to be marred, quite unnecessarily, by their mutual criticisms of each other.

Better: A secretary and her employer were generally congenial, but an unusually heavy burden of home worries and cares caused

them to become irritable; their peace of mind was then marred, quite unnecessarily, by their mutual criticisms of each other.

Although sentences may become too involved, a number of short sentences can be combined into one sentence through judicious handling of subjects, predicates, and modifiers. This joining of related ideas avoids useless repetition. Watch your employer's dictation for opportunities to connect thoughts which are better expressed as a unit.

Poor: We have not received your remittance. We have also not heard from you.

Better: We have neither received your remittance nor heard from you.

Compound sentences

Compound sentences are those composed of two or more clauses of equal grammatical value.

Prices went down, competitors undersold us, and we were obliged to assume a loss on the stock.

Any one of these clauses would, if written alone, make a complete thought. Combining them into a compound sentence merely makes reading smoother and adds unity to the letter. One secretary, because she has formed an aversion for *and* through hearing it constantly overused, refuses to employ that perfectly good word to connect independent clauses and is losing an opportunity to construct some very fine sentences. The fact that dictators have a way of stringing letters along in a series of loosely connected ideas should not blind one to use of the compound sentence. A compound sentence is not necessarily a long one.

Customers withdrew deposits, and banks failed.

Words, phrases, and clauses may be used as modifiers, and the sentence may be several typewritten lines in length. If ideas are closely connected and easily comprehended, do not try to make

a sentence division. Your duty will be to see that extraneous ideas do not mar sentence unity.

Businessmen often lament that the ordinary secretary doesn't know a sentence when she *sees* one. Frequently this is true, but any shorthand writer will tell you that, more often, there are no sentences to be found in dictated matter. Of course it is hard to see a sentence when it isn't there! Nevertheless, constructing good sentences out of a conglomeration of words is part of the work of a good secretary. A poor secretary will struggle over the punctuation of such passages as the following; a good secretary will get out her grammatical ax and start chopping before she begins to type.

In regard to the changes you suggest in the wheels of our large sedans, we are running these under a special contract, as they are not made in our own factory, and will not be able to make any change at this time, but will be very glad to consider this suggestion at our next salesmen's meeting.

Some good writers limit all sentences to not more than five or six typewritten lines. Sentences of greater length usually demand careful analysis.

Complex sentences

Sentences which contain clauses subordinate to the main idea are complex. There must always be at least one main, or independent, clause to which a dependent clause should be joined.

They found the folder *where they had left it*.

The fact that one or more *dependent* clauses are used in a complex sentence should warn you of pitfalls for which you will have to watch. The dependent clause modifies, or is dependent upon, some part of the main clause; therefore, its placement must be such as to eliminate any possibility of its being construed to modify another word. A reader should have the qualifying idea when he needs it for clear and accurate comprehension. Careful

scrutiny is needed to make certain that thoughts are going to be carried logically by the sentence.

Poor: Humor is appreciated which is not tinged with sarcasm.

Better: Humor which is not tinged with sarcasm is appreciated.

Means of coördination

Clauses of equal rank are connected by coördinating conjunctions. Great care must be taken to choose the proper conjunction for connecting independent clauses. The use of *and* for *but* is a common error in compound sentence structure.

We knew our error, *but* (not *and*) they thought the goods were perfect.

The following list of conjunctive words and phrases which may be used to avoid repetition of *and* is submitted for your ready reference: *but, though, although, still, however, yet, nevertheless, so, as, then, therefore, hence, accordingly, since, on the contrary, at the same time, for all that, on the other hand, as a result, as a consequence, at any rate, in any event, for this reason*. Sometimes connectives are used in pairs, for example: *either or; neither nor; as so; although nevertheless; though . . . yet; both . . . and; if . . . then; not only . . . but also*. These are called correlatives.

Means of subordination

Clauses which are dependent are nearly always introduced by a special term. This word may be merely a connective, or it may have definite grammatical value in the clause itself. Connectives which introduce a dependent clause may be subordinating conjunctions, conjunctive pronouns, or conjunctive adverbs. In all events, they form a tie between the modified word or portion of the sentence and the clause itself. Among the most common subordinating words are: *that, if, while, when, where, what, who, whose, whom, for, because, like, such as, but that*.

Purposes of sentences

Sentences are used to state facts, to give commands, or to ask questions. The same idea may be conveyed in each of the three forms of sentences.

We shall appreciate your giving this matter your prompt attention.

Kindly give this matter your prompt attention.

Will you kindly give this matter your prompt attention?

The form of a sentence may be changed to avoid a sameness in construction, to secure emphasis, or to convey a difference in your attitude toward the reader.

Any one of the sentence forms—declarative, imperative, or interrogative—may be used to express such strong feeling as to demand an exclamation mark after it.

Use of modifiers

The main parts (subject and predicate) of any sentence may be limited in their meaning by the addition of modifiers. These modifiers may take the form of simple adjectives and adverbs, or of prepositional phrases and participial phrases having the uses of adjectives and adverbs. Often an entire sentence or a clause can be changed to a simple modifier which gives the meaning more clearly. This possibility of improving dictated material makes it desirable for you to read through a letter completely before transcribing it. Necessary changes and punctuation marks can be inserted in notes to avoid loss of time when typing; however, these revisions are not so important as is proper organization of ideas, which cannot be effected a sentence at a time.

Choppy: Your report for January pleased me. It was excellent.
I am recommending that you be rewarded accordingly.

Better: Your excellent report for January pleased me so much that
I am recommending that you be rewarded accordingly.

A series of sentences beginning with *we* should usually be changed by subordinating the less important of the complete thoughts.

Other words which, when used in a series, are equally indicative of poor combination are *they, it, I, you, and your*. In dictated material one may find half a dozen sentences beginning with the same word.

Poor: We will ship your order at once. We know you are in a hurry for the goods. We are inclosing the bill with this letter.

Better: Because we know you are in a hurry to have the goods, we are shipping your order at once. The bill is inclosed with this letter.

Points of emphasis

The beginning and end of any form of expression leave a deeper impression than intervening parts. Our introduction to a person and our farewell to him usually remain in our minds after we part company. Likewise, the beginning and the ending are the most effective parts of a sentence.

Beginning and ending weak: Nevertheless, in trying to avoid winter skin difficulties, you will need to consider a choice of soap to some extent.

Better: In trying to avoid winter skin difficulties, nevertheless, you will need to consider, to some extent, a choice of soap.

A like rule for placement of important thoughts should be observed in arranging sentences in paragraphs. The first paragraph should be strong; hence, the first sentence in it should be positive. You should work out an arrangement of words that will be a written reflection of ideas of a vigorous personality. Just imagine the impression your firm makes by using some such opening sentence as:

Your letter of the 9th inst. received, and contents duly noted.

How much better to say:

Your letter of October 9 brings to our attention an error that we shall attempt to rectify at once.

In writing to a large firm, however, the wording "an error" would not be sufficient explanation; you would need to explain

the error so fully that the reader would not be compelled to look up a previous letter in order to refresh his memory as to its content.

The first sentence of a paragraph should be a key to the idea which is to be expressed. Sentences which follow a strong opening sentence should be a clear and logical development of that idea. Transitions between paragraphs should be smooth; the reader should not be asked to make a mental leap from one paragraph to another. Some writers accomplish this easy transition by allowing the sentences in a paragraph to taper off in force. By lessening a reader's concentration at the end of one paragraph, his mind is so cleared that he can easily grasp a new idea presented in the next paragraph. However, the final sentence must be one of the strongest in the letter—one which will remain in the reader's mind. Any sentence beginning with a word which ends in *-ing* should be avoided either as the first or as the last sentence in a letter, because a participially introduced sentence is a very weak construction. For this reason, the open closing (a sentence ending without punctuation) is not a forceful concluding sentence.

Weak: Hoping we may hear from you by next Tuesday, we are

Stronger: May we hear from you by next Tuesday?

Paragraphs

Arrangement of sentences into paragraphs should be determined before you begin your transcription. In school you were taught to paragraph ideas. Because most business letters, for filing convenience, cover only one topic, many a secretary is prone to make but a single paragraph of a letter, not realizing that it is possible and permissible to paragraph *parts of ideas*. If a letter is a little long, a careless secretary may decide it ought to have another paragraph and arbitrarily indent some sentence without regard for its relation to the preceding matter.

You must learn to paragraph business letters, not to make them appear well on the sheet, but to bring out ideas. There is no excuse for making a new paragraph unless such arrangement is

going to make the thought clearer or more easily read. Good short paragraphs are preferred to long ones only because they make the context easy to grasp.

Poor paragraphing in transcriptions has caused many businessmen to form the habit of saying "paragraph" as they dictate. If paragraphing is dictated to you, in the name of common sense, use it! One secretary actually told her employer that her system of shorthand had no symbol to indicate a paragraph, and so she never marked divisions when he dictated them. Needless to say, her paragraphing of his letters was a constant source of vexation to him.

Changing of sentence structure

English teachers are continually telling secretarial students to revise dictated matter. Many a secretary goes out to her first position with this admonition thoroughly grounded into her consciousness, but she soon finds there is little time in the ordinary business office to put the theory into practice. She has probably never before come in contact with dictated material which was not reasonably clear. If sixty letters a day must be produced, a secretary cannot waste too much time trying to decide what to do with a conglomeration of ideas.

The rush of business leaves little time to worry about lack of perfection; passably good letters are all that can be hoped for in most offices. However, the majority of letters that have been transcribed exactly as dictated would not be passed by an employer. You will have to do some revising as you transcribe. Some men are very happy to have their letters changed; they feel that you are not doing your duty unless you construct from a poorly dictated background of notes the best letter you can devise. Other men resent your trying to improve their work; any corrections that you may make for such employers will have to be executed so skillfully that they are not detected by the dictator. Sometimes this antagonism is a matter of stubbornness, but more often it arises from a misinterpretation of your changes. Per-

haps, because you have tried to make such a thorough job of correcting his letters, the man is led to think you believe him incompetent or yourself overwise. Do not fail to realize that you cannot build up an employer's writing or dictating ability by tearing down every sentence he utters.

Any letter could be criticized. For this reason, do not feel that you are compelled to waste your time struggling to make a masterpiece of every letter you transcribe. Under most circumstances the more nearly you follow your notes, the happier everyone will be. You must understand clearly what you are taking down in shorthand; then you can put the burden of content on your employer.

Revamping of sentences to cover up shorthand defects is a pernicious practice. You can sometimes change a sentence in such a way as to cover up a portion of omitted dictation or unreadable notes. Such an omission may not be easily detected in the course of the employer's hasty reading of your typewritten letter. However, he may be much disconcerted to find later that a portion of a dictated letter was lost in transcribing, either through your carelessness or through your deliberate effort to cover up your inability to read illegible notes or to fill in missing portions.

This warning for you to be practical rather than overzealous in recasting dictation points out a very common pitfall which must be avoided. On the other hand, it should not deter you from taking every opportunity to reconstruct letters in order to improve them. If you have tact and a clear head, your employer will gain confidence enough in your ability to let you have your own way with letters. If he is a very busy man, he must rely on letters being so accurate that he can sign them with confidence. This faith, which many businessmen repose in a secretary's ability, places the burden of good construction on you personally.

Rules for punctuation

In order to gain anything resembling an adequate knowledge of punctuation, it is necessary to keep firmly in mind some gen-

eral rules. A few minutes of concentrated study will enable you to master them thoroughly. Take one punctuation mark at a time and learn its uses.

Punctuation is designed to make reading easy. The present tendency is toward the elimination of all punctuation which is not essential to clearness. However, never get the idea held by the secretary who said to her employer: "They aren't using commas any more." Business *is* using commas, but to use one in the wrong place is as dangerous as to omit one where it is needed. The disposition of vast fortunes has sometimes depended upon the omission or insertion of a comma in a will. After a person is dead, the meaning of a will, if not clear, may have to be settled by the courts. Likewise, a letter which you send to a customer must be so self-explanatory as to leave no possibility of misinterpretation; no one will be with the reader who can authoritatively explain the idea you meant to convey, so judgments will often be based on punctuation.

The period

The period is the most fundamental of all marks of punctuation. It is the traffic light that appears on the written highway and makes the reader stop to comprehend one thought before speeding on to another.

The chief uses of the period are in the following connections:

1. After either a declarative or an imperative sentence. (Two typewriting spaces follow this period.)

Bacon is now selling at fifty cents a pound.

Send me half a pound of round steak.

Note: A period is used after any expression which takes the place of a sentence, even though it is not grammatically a complete thought. Though there is no doubt that a complete sentence is to be preferred, many businessmen in recent years (especially since we had one President who was an exponent of the style) have adopted the incomplete sentence.

And now for bad debts. I have decided to send Mr. Payne over your entire territory during the next month.

2. After an abbreviation. (Only one typewriting space follows this period.)

Rev. f. o. b.

Fla. SS.

3. As a decimal point in figures. (No spacing is permissible.)

\$97.16 2.8 lbs.

4. As an indication that certain words have been omitted in quoted material.

At least three periods (leaders) must be used to indicate omission. More periods may be used if it seems desirable so to indicate the omission of long passages. When leaders show the omission of words at the beginning of a quotation, a capital is not used to introduce the quoted portion unless the author has used a capital in the original. No punctuation follows directly after quoted material if leaders are used to indicate that the sentence is not complete. If a question mark is absolutely necessary, it may follow the periods which indicate omission.

All of us would like to be able to

“ . . . look into the seeds of time,

And say which grain will grow and which will not.”

Some of us believe so implicitly that “ . . . it would be miserable . . . to have no will but that of another . . . ” that we are afraid not to have our will in constant battle with that of others.

“He that hideth hatred with lying lips . . . is a fool.”

—Proverbs 10:18

Note: A period marks the end of any quoted material which is the end of a declarative or imperative sentence. If other words follow the quotation, the period is displaced by a comma. (A period or comma is typed before quotation marks at all times.)

He said, “Sunco is a delightful breakfast treat.”

“Sunco is a delightful breakfast treat,” says the businessman.

The interrogation point

Use of the interrogation point is so simple that one hesitates

to mention it. How surprising, then, to find omission of interrogation marks among the foremost errors of careless punctuation! When you are transcribing, your mind will be concerned with context, and it will be easy not to realize you are copying a question. The proper time to punctuate a question is when it is being dictated, for a rising inflection of the dictator's voice will indicate interrogation. However, by reading over every letter before releasing it from your machine, you should discover any period which has been wrongly placed after a question.

A question mark, or interrogation point, should be used as follows:

1. After every statement that you wish a reader to understand as a question.

What are you planning to do about our order?

Note: An interrogative sentence to which no answer is demanded may be followed by a period.

May we hear from you in a few days.

May we have the pleasure of serving you again.

(There is no reason why a question mark should not follow this type of sentence, and businessmen frequently require it. Many writers, however, avoid the question form when they do not expect the reader to regard the sentence as requiring a reply.)

2. After any quoted question.

Our customers ask, "Is Pinex free from drugs?"

"Is Pinex free from drugs?" our customers ask.

An indirect question is followed by a period.

Our customers ask whether Pinex is free from drugs.

Note: A question mark is placed inside quotation marks if it belongs to the quoted matter, but it is placed outside quotation marks when the quoted matter is a part of the question.

"Are you interested in biographical plays?"

Have you seen "The Barretts of Wimpole Street"?

3. After expressions which should be indicated as doubtful or uncertain. (A question mark is placed in parentheses directly following the questionable portion of the sentence.)

When the reports are all in next Tuesday (?), I shall make a tabulation of the results.

What is the price of that 75 lb. (?) size sack of sugar?

Note: Irony may also be expressed by questioning a term.

May I suggest that your efficient (?) secretary probably still has the message for you.

The exclamation mark

An exclamation mark is sparingly used in business because it indicates that the writer is being governed by emotions rather than by reasoning. However, its occasional use provides relief from the monotony of business routine. Some types of advertising make exaggerated but quite effective use of exclamations in working up an appeal which is purely emotional. Most businessmen avoid an exclamation in ordinary correspondence because they feel it "too collegiate"; you will probably be much more inclined to use exclamation marks in your own writing than in transcribing letters of your employer.

An exclamation mark is made by holding down both the *shift key and the space bar* while the period and the apostrophe are struck. Holding the space bar on some typewriters eliminates the necessity for backspacing. At the end of a sentence the exclamation mark is followed by two spaces; in the body of a sentence, by only one space.

Uses of the exclamation mark may be summarized as follows:

1. An exclamation point may follow any word, group of words, or sentence which is expressed with strong feeling.

Hurrah! (Word)

Done for the day! (Group of words)

That telephone is ringing again! (Statement)

Shut the door! (Command)

Why does he do that! (Question)

Note: Very strong feeling may be indicated by a number of exclamation marks.

And he expects a businessman to believe that!!!

2. An exclamation mark follows either an interjection or an entire sentence, depending upon the meaning to be conveyed. The entire sentence may be used to express emotion; or the interjection may express emotion and the rest of the sentence may be used as an explanation of that feeling.

Ouch! that is where the good business shoe pinches.

Well, can you imagine such lack of business ethics!

Note: A comma replaces the exclamation mark after an interjection when only mild emphasis is desired.

Ah, I thought you were wrong.

3. An exclamation may be used to show derision.

And you think you are a salesman!

The comma

A comma, the most common mark of punctuation within a sentence, is always followed by one typewriting space, except in figures, where no spacing after commas is allowed. (At the end of a quotation, a quotation mark is written after the comma and before the space, the space never being omitted or enlarged to two typewriting spaces.)

Uses of the comma are as follows:

1. To indicate inverted order.

Weaver, James M.

Complying with your request, we have shipped the goods today.

Prices having advanced, it is impossible to fill your order at our

June quotations.

Like all other houses, we have been obliged to curtail our production.

Upon receiving your report, Mr. James will make up the tabulation of results.

If you are not satisfied, return the goods to us at our expense.

While you are busy getting orders, every effort will be made to prepare goods for prompt shipment.

Note: If any sentence begins with *if*, *though*, *while*, or any of the other sub-

ordinating conjunctions, you should look for an opportunity to place a comma before the main clause. Sentences beginning with a word which ends in *-ing* should give you the same warning.

2. To set off intervening or parenthetical expressions and modifiers.

You understand, of course, that we cannot give this reduction unless you pay cash.

We find, therefore, that it is impossible to fill our contract.

We cannot believe, Mr. Simpson, that you would take advantage of an unfortunate situation.

Absolute honesty, if he possesses such a thing, is surely a matter of degree.

Detroit, the home of the automobile, is a beautiful city.

The report, which came shortly after you left, verified your convictions.

Note: A common secretarial error is the insertion of only one of a pair of commas which set off intervening or parenthetical expressions. A comma almost never comes before a verb unless another comma, the first of a pair, has been previously used in the sentence. If you find you must put a comma before a verb, make sure that the other comma of the pair is also inserted. When you have omitted the first comma by mistake, you can insert it so skillfully that a reader will not notice the lack of uniform spacing.

**The boy trying to get his tackle free,
fell into the water.**

**The boy, trying to get his tackle free,
fell into the water.**

(Notice in the above illustration how, by slightly depressing the backspacer, the typist inserted the omitted comma. No erasure was necessary.) Not all phrases and clauses occurring between a subject and a predicate are set off by commas, but if one comma is used the other is absolutely necessary. *No commas are inserted when a restrictive modifier is used.*

The report *that I lost* has been found.

3. To separate members of a series.

Pens, pencils, and notebooks are needed.

To write legible notes, to transcribe rapidly, and to understand context are fundamental to a secretary's rapid production of good letters.

The wage level was raised, people bought more goods, and production had to be increased.

He bought a beautiful, lemon-yellow, sweet-songed canary for the invalid.

Note: Some authorities permit omission of the comma before *and*, but this causes confusion in listing combinations. For example, dresses are sometimes ordered in a combination of colors, such as blue and white, or blue and yellow. A comma placed between all members of the series makes directions clear.

Send the prints in blue, red and white, yellow and brown, and green.

Note: Commas always precede and follow *etc.* when the latter is used in a series. No *and* is necessary, since *etc.* means *and other things*. The abbreviation *etc.* is much used in business but is to be avoided in strictly literary writing.

Peaches, pears, apples, etc., are sold here.

4. To set off an appositive modifier that is not absolutely necessary to the meaning of the sentence. (No commas are used if the appositive is closely connected with its antecedent.)

Two of my brothers, John and Henry, are brokers.

My brother John is a broker.

The messenger, a very capable boy, detected the error.

I myself can see no reason for the change.

The other members of the committee, those who insist on his removal, are influenced by hearsay.

5. To set off a nominative of address.

No, sir.

Go West, young man.

Housewives, you will appreciate Sunco for dishwashing.

O Lord, remember not our transgressions.

You will find, Mr. Investor, that our services are complete.

6. To indicate omission of words.

January 1 *in* 1940

January 1, 1940

Albany *in* New York

Albany, New York

Oranges are forty cents; tangerines *are* twenty-five cents.

Oranges are forty cents; tangerines, twenty-five cents.

The factory located *at* 79 Broadway *in* Yonkers is to be torn down.

The factory, 79 Broadway, Yonkers, is to be torn down.

7. To set off introductory words and phrases, or their abbreviations.

Well, what do you think of our offer?

We are offering three colors, *namely*, red, green, and black.

The man was dazed; *that is*, he did not realize he had been in an accident.

This is a straight six per cent reduction; *for example*, sixty-dollar suits are now \$56.40.

Our line of vegetables is complete; *e. g.*, kale, spinach, strawberries, and green peas form part of our daily stock.

8. To separate whole numbers into groups of three figures each, beginning at the left of the decimal point.

\$40,879 . 85

1,875,942 . 7497632

1,000 lbs.

No. 8,476 .

Note: When a serial number is given, the comma is omitted.

#2M47653

9. To punctuate the salutation of a friendly letter.

Dear John,

Dearest Mother,

10. To make a break in long breathless sentences, or to insure clearness in unusual passages.

Our large stock enables us to give to every customer the very best products available, and those types of merchandise best suited to his individual needs.

Those things that show, show plainly.

Note: When *and* connects items—words, phrases, or clauses—there is usually no comma (unless it is needed to indicate a stopping for breath), because *and* indicates unity. Such conjunctions as *but* and *so* demand a comma before them, because they indicate not unity, but contradiction.

Stocks are large now, but they will not be complete in another week.

II. To separate direct quotations from the rest of a sentence.

"I am coming," said the clerk.

The clerk said, "I am coming."

"I am coming," said the clerk, "as soon as I finish with my customer."

Note: An indirect quotation requires no comma.

The clerk said he was coming.

Note: Some authorities allow the omission of the comma when a verb directly precedes a quotation, but most books do not follow this custom. However, if your employer demands this style, he has authority behind his desires.

The customer replied "The goods are very much misrepresented."

I said "No."

The semicolon

A semicolon could be employed much more often in business letters than it now is. A secretary will do well not to neglect a study of this form of punctuation. Only one typewriting space follows the semicolon.

The chief business uses of a semicolon are:

1. To indicate omission of a conjunction between independent clauses of a compound sentence.

Some of your order is being shipped today, *but* some of it will not go forward until next week.

Some of your order is being shipped today; some of it will not go forward until next week.

2. To connect two statements closely related in thought.

We mail a large number of catalogues; last year we sent out over five thousand.

3. To replace commas that separate items in sentences in which some commas are used in other constructions.

Please send us three of Pattern #10, black and yellow; five of #16, green and white; eight of #150, green and tan; and seven of #177, blue and white.

Our officers are listed as follows: James M. Briggs, president; U. H. Hines, vice-president; Anna Smith, secretary-treasurer; and M. A. Lyons, manager.

4. To introduce clauses beginning with *such as*, *however*, *therefore*, *accordingly*, *for example* (e. g.), *that is* (i. e.), *namely* (viz.), *hence*, *consequently*, *also*, and other words which indicate that the second clause explains the preceding part of the sentence.

Our sedans are strictly up to the minute in their mechanism; for instance, they have a steering-wheel gear lever.

The colon

The most formal mark of punctuation is the colon. Two type-writing spaces follow it.

The chief uses of the colon are:

1. To introduce a listing which is tabulated, or one written in run-on form, if it is introduced by such words as *the following*, *as follows*, *namely*, or any other word or group of words which indicates formality.

You are given the following colors from which to choose:

red	pink	black	brown
green	blue	orange	cream
yellow	white	purple	tan

Send the goods in the following shades: red, blue, black, and pink.

Note: If a listing is not formally introduced, no colon is used.

My brothers are Matthew, Mark, Luke, and John.

2. To introduce a long quotation, one of two or more sentences, or one which is too formal to be preceded by a comma.

He spoke thus: "My friends and customers"

The second paragraph in your letter reads: "I am in no hurry for the goods at this time, but in another month our spring rush will start. Then we want to be completely stocked up so as not to lose trade."

3. To follow formal or business salutations.

Dear Mr. Smith:

Ladies:

Mr. President:

Note: No dash follows the colon after a salutation in business usage today.

4. To indicate balance.

He did not see: they did not hear.

A 13:7 football score.

5. To indicate divisions in *Bible* and time references.

They remembered his text—Proverbs 10:2.

We go to work on the 8:40 Special.

The dash

Two hyphens struck one after the other are used for a type-written dash. No spacing is used before, after, or between these hyphens. Overworking of the dash is not in favor with businessmen, but a dash does have its legitimate uses, among which are the following:

1. To set off inserted or parenthetical expressions. We have noted that the comma has also been used for this purpose. When a break is noticeable but the new thought is not sufficiently unrelated to the rest of the sentence to demand the use of parentheses, a dash is used.

The papers which you sent—the bill of lading and the drayman's receipt—will be sufficient.

If you consider price—and price only—we cannot hope to convince you.

2. To indicate a quick change of thought, or an afterthought.

We were sure of their trade—they didn't tell us of any dissatisfaction with our deliveries.

We shall see you during next week end—and on Washington's Birthday.

3. To denote a sudden breaking off or interruption in a sentence.

You will not see us unless—.

He started to explain, "We didn't think you would—"; but he seemed to reconsider, and stopped talking.

4. To indicate faltering or hesitancy in speech.

Well—er—I didn't have—I couldn't get the money.

Parentheses

No typewriting space should be left between a parenthesis mark and the matter it encloses; but a space should be left between it and preceding matter, or between it and following matter. (Two spaces should be left between sentences.) Punctuation should be included in the parenthetical portion of a sentence if it is absolutely necessary to the meaning of the enclosed matter; otherwise, punctuation follows a parenthesis mark.

Parentheses are used to indicate that an expression is quite disconnected from the rest of the sentence. Illustrations follow:

1. Statements which in a play would be marked "Aside."

His credit is not good (we suspected as much), and so all orders must be accepted on a cash basis only.

2. Explanations necessary to make comprehension certain.

They (Mr. Jones and his secretary) seem quite sure that our agent was at fault.

3. Instructions as to reference.

You will be responsible (see "Owner's Liability," page 7) for damage of this nature.

4. Citations in the body of a sentence.

We read (Doris: *Corporation Meetings, Minutes, and Resolutions*, page 24) that it is immaterial how a notice is served on a director if he attends the meeting.

5. Figures verifying a written number.

You will pay us the sum of three hundred dollars (\$300).

Note: This legal form is not usually followed in writing a business letter unless there is danger of misinterpretation. Figures alone are used in most routine letters.

6. Dates indicating a span of life or time.

Robert Browning (1812-1889)

During Madison's presidency (1809-1817)

You will be hired for the days of the sale (January 8-11).

The apostrophe

Some glaring punctuation errors are made in the use or omission of the apostrophe. A study of the following uses of an apostrophe may prove helpful:

1. To form the possessive case of nouns. Ownership is designated in all singular nouns that do not end in *s* by the addition of an apostrophe and *s*.

boy's, firm's, secretary's, Moody's

If a singular form ends in *s*, modern usage adds an apostrophe and *s*, but the possessive 's is sometimes omitted in words that end in sounds that cannot easily be pronounced with an additional *s*-sound, especially when the word following begins with an *s* or *s* sound.

Barnes's book, Woods's farm, King James's Version, for goodness' sake, for conscience' sake, Moses' secret

To form a plural possessive, add an apostrophe only to the plural form that ends in *s*. If a plural form does not end in *s*, the plural possessive is formed by adding an apostrophe and *s*.

boy's, boys'; man's, men's; customer's, customers'

Note: An apostrophe may or may not be used in titles. Consult a firm's letterhead to find the style that has been adopted.

Farmers National Bank, Farmers' National Bank

Note: No apostrophe is used with pronouns; a special form of the pronoun is used to show possession.

my, our, your, yours, his, theirs, its, whose

(*It's* means *it is* and is not the possessive form of the pronoun *it*.)

2. To form plurals of figures, letters, and some words.

Pile up your money by separating the 1's, 5's, and 10's.

How many *e's* are there in *agreeable*?

Be careful not to use too many *and's*.

I am surrounded by I. O. U.'s.

3. To indicate omission of letters.

did not, didn't; telephone, 'phone; I will, I'll; Amos and Andy,

Amos 'n' Andy; it is, it's; would have, would've (never *would of*); 1940, '40; it is, 'tis; until, 'til; of clock, o'clock.

Quotation marks

Like parentheses, quotation marks include all punctuation belonging to the matter they enclose. They do not include punctuation which does not refer to enclosed matter, unless the punctuation is a comma or a period. No space is left between a quotation mark and enclosed matter; but one space, at least, separates a quotation from the rest of the sentence (a colon or a period preceding or ending a quotation makes two spaces necessary).

"Where are you going?" he asked.

"I am going South," he replied.

"They are interested," he said, "in seeing portraits."

"Murder!" screamed the man.

Did they read "Ode to Spring"?

Quotation marks are used to enclose:

1. A direct quotation.

"If you will only be patient and give me time to learn," said the secretary, "I will not disappoint you."

Note: An indirect quotation is not included in quotation marks.

Her employer said his office was not a training school.

2. A saying borrowed from another author.

Secretaries find themselves "toiling, rejoicing, sorrowing," but always gaining in the esteem of the employer they faithfully serve.

3. Titles of plays, articles, books, or magazines.

In a sentence references are usually enclosed in quotation marks, but in compiling a list quotation marks are not used. The name of your own publication should be capitalized, but not quoted. Widely read papers and magazines, such as *The New York Times* and *The Saturday Evening Post*, need not be quoted.

4. Poor grammatical construction or slang.

We "ain't got no" Sunco today.

Everything is "putrid" here now.

Note: It is usually considered poor taste to label slang or your own humor in a business letter, unless the term might not be understood. The same is true in the use of nicknames. It is better to write a straight sentence saying: "It's too darned bad Joe DiMaggio didn't make a home run today," than to accentuate the slang and nickname by quoting them.

5. A word used with a special meaning.

Even if you are not a "lady," you appreciate the courtesy you find in polished company.

A quoted paragraph is sometimes written in smaller type (single-spaced in a double-spaced letter) and not enclosed in quotation marks. If a passage is enclosed in quotation marks, the mark must appear at the beginning of each paragraph, but *never at the end of any paragraph except the last one.*

Single quotation marks

Single quotation marks, made by striking the apostrophe, are used to quote matter within another quotation.

He said, "I am reading 'To Celia.'"

She said, "He said, 'No,' with emphasis."

The hyphen

No space is used before or after a hyphen in compound words *when both parts of the compound are expressed*. Its chief uses are:

1. To combine closely allied words or phrases.

long-lost brother, catch-as-catch-can methods of selling, brother-in-law, two-foot rule, twenty-five

2. Instead of the word *to* when a span is to be indicated.

1929-1932, pp. 85-89, Psalms 23: 1-7

3. To avoid repetition in compound terms.

Did you say Postmaster- or Attorney-General?

The word *it* might refer either to spinning-mill or -jenny.

They are a hard- and fast-working force.

4. To combine numbers and letters.

Call 224-R. Invoice No. M-217429.

The brace

A panned brace is so noticeable in a typewritten document that its use is to be avoided whenever possible. Several other forms may be used, chief of which are:

McAndrews)
vs.) ss.
Adams)

Board of (J. H. Byren, Chairman
Directors.) M. P. Ryan
(E. H. Phillips
) Emory O'Rourke
(D. P. Scoville

\$1,485 . : Tan sedan
: Blue coupe

BOOKS THAT WILL HELP YOU WITH PUNCTUATION

The Nelson Handbook of English, Thomas Nelson & Sons, New York.

College Handbook of Composition, Woolley and Scott, D. C. Heath and Co., Boston.

Effective English, Louis Wann, Prentice-Hall, Inc., New York.

Dictionary of Modern English Usage, H. W. Fowler, Oxford University Press, New York.

Any standard text on English will contain rules on punctuation, and may treat just the problem that is confronting you.

CHAPTER TWENTY-ONE

Common Mistakes in Grammar

A man never by his authority attains to virtue and excellence, but by reason of his virtue and excellence he attains to authority and power.—KING ALFRED.

Grammatical foundations

Some businessmen say they prefer a foreign-born secretary because she has learned our language properly through a knowledge of grammatical rules. True, an American-born secretary first learned the language by rote, and consequently she may regard a thorough study of the rules of grammar as unnecessary. This lack of foundation on her part frequently makes her unaware of many incorrect constructions which she uses. English is based upon principles, just as is every science. Grammar is the science of language, and a knowledge of its rules is essential to correct usage.

Modern youth's lack of knowledge of grammar is a mystery to an older employer. Fifty years ago much time was spent in the classroom in diagraming sentences, with the result that executives who had such training usually know technical grammar. (Naturally, students could not diagram a sentence if they did not know the parts of speech and the relative values of phrases and clauses.) However, knowledge of principles did not always carry over into speech and writing. Because a student might parse a sentence, "It is I," and yet go out and say, "It's me," some educators began to condemn grammar as useless. Then followed the educational fad of omitting a formal study of grammar. In the firm belief that good usage would be absorbed from the reading of good literature, teachers often assigned innumerable books for student

reading, with little thought of the adolescent's interests. Though the *reading class* did give to the student a fluency of speech not gained in the old *language dissection class*, this form of instruction did not wholly meet his language needs, for it failed to build for him the foundation upon which to construct correct modes of expression.

Educational policy has been reversed recently, and textbooks on grammar are again making their appearance in school markets. If your language instruction was received in the "anti-grammar" era, you will probably profit by securing a good treatise on grammar to supply a deficiency in your education. Your calling, more than any other profession, demands a background of grammar.

Parts of speech

The eight parts of speech will be reviewed in this chapter, not with an aim to teaching their uses, but rather that you may become conscious of the mistakes for which you will have to search before transcribing dictated matter.

Nouns and pronouns

Because pronouns are words which are used instead of nouns, they are grouped with nouns in this analysis. Trouble with nouns and pronouns is largely confined to antecedents, number, and case. However, the matter of defining a noun may be worthy of note. If your employer asks you to define a noun, never use the word *to* as the beginning word in your definition. *To* is the sign of a verb definition; *the act of*, *the process of*, or *the quality of* is the sign of a noun definition. For example, *cancellation* means *the act of making void*. It does *not* mean *to make void*.

Antecedents.—Pronouns are used instead of nouns in order to avoid repetition. Obviously, there can be no repetition until the noun has first been used; consequently, a pronoun is not employed unless it has a stated antecedent which first names the thing about which you are writing. (The pronoun *I* is the only exception to the foregoing generalization; its antecedent is clearly understood to be the individual speaking.)

1. *Indefinite use of "we," "you," and "they."*—Many a man has been in a quandary because a business associate has written: "Will *you* attend the theater with *us* this evening?" If the man finally decides to play safe and go alone, he frequently finds that the wives of the other men are attending the party, and that he is a fifth spoke in the evening's wheel. On the other hand, if he asks his wife to accompany him, he may find that the *us* in the invitation referred to members of a stag party. A most objectionable form of alibi is that which employs the indefinite *they*. For example, who is meant by *they* in such a sentence as: "They aren't abbreviating any more?"

2. *Adjective pronouns.*—The group of words that are commonly used as demonstrative adjectives may be used occasionally as adjective pronouns that enable a writer to avoid repetition of nouns which they modify.

Demonstrative adjective: This man is my father.

Adjective pronoun: This is my father.

So much confusion has resulted from indiscriminate use of adjective pronouns that many writers never employ that form of the pronoun to begin any sentence.

Ambiguous: We are going to move. *This* will enable us to reach the office on time.

Clear: We are going to move. *This change* will enable us to reach the office on time.

The following words are included in the list of commonly used adjective pronouns: *this, these, that, those, many, few, little, much, either, neither, both, each, the latter, the former, some, several, any*. Great care must be taken to see that antecedents of such words (when used as adjective pronouns) are clearly expressed.

The opening sentence of a business letter which employs *this* as an adjective pronoun is a flagrant violation of the rule that every pronoun should have an expressed antecedent.

Wrong: *This* is in response to your inquiry.

Right: We are answering your inquiry.

3. *Inferred antecedents.*—Occasionally, pronouns may be used where the reader can reasonably be expected to infer what the unexpressed antecedent is. This usage is most common in referring to the weather.

It is twenty below zero today.

Although this sentence may be understood in most cases, the reader might be confused by indefinite use of the pronoun in a paragraph such as the following:

The room is very cold today. *It* is twenty below zero.

Does *it* refer to temperature of the room or to general atmospheric temperature? Obviously, you must make clear in the reader's mind whether *it* refers to *outside temperature* or *room temperature*.

4. *Proximity of antecedents.*—Most secretaries believe and follow the rule that states: Place a pronoun immediately after its noun antecedent if there is another intervening noun to which the pronoun might refer. Unfortunately, common misusage makes even this precaution an unsafe procedure to follow.

The secretary told his *employer* that *he* did not know the rules of English grammar.

Though we really do want to convey the information that this brave secretary had the temerity to mention his employer's failings, the act is so uncommon in life situations that anyone reading the sentence would naturally infer that the secretary was confessing his own failings. A tendency to depend upon context for meaning rather than upon proximity of an antecedent in interpreting the writer's choice of a pronoun makes rewording of such sentences imperative. The art of changing ambiguous sentences of this type is so difficult to acquire that many secretaries abandon the struggle as vain and write material as it has been dictated. Often reconstruction of two or more sentences makes

it possible to write a smooth, clearly expressed thought. A single sentence is difficult to reword. Test your own ability to reconstruct the sentence we have been condemning as ambiguous; one often does take keen pleasure in whispering under his breath what could seldom be said aloud! The possibilities of changes are not exhausted by the following corrected sentences:

The secretary did not think his employer knew the rules of grammar and told him so.

Because the employer did not know the rules of grammar, his secretary reminded him of his lack of knowledge.

Number.—Verbs agree with their subjects in number. Choice of a verb is consequently dependent upon a clear knowledge of number in nouns and pronouns. While most nouns form their plurals by adding *s* or *es*, pronouns express number by a difference in form. Become familiar with the following table of pronouns in order to employ the correct forms.

Personal Pronouns

	SINGULAR			PLURAL		
	<i>Nominative</i>	<i>Possessive</i>	<i>Objective</i>	<i>Nominative</i>	<i>Possessive</i>	<i>Objective</i>
First Person (<i>speaker</i>):	I	my mine	me	we	our ours	us
Second Person (<i>one spoken to</i>):	you	your yours	you	you	your yours	you
Old form	thou	thy thine	thee	ye	your	you
Third Person (<i>one spoken of</i>):	(Feminine gender)			(All genders)		
	she	her hers	her	they	their theirs	them
	(Masculine gender)					
	he	his	him			
	(Common, or neuter, gender)					
	it	its	it			
THE RELATIVE PRONOUN <i>who</i>						
	who	whose	whom	who	whose	whom

Note: The other relative pronouns are *that*, *which*, and *what*. *Who* refers to persons only; *that*, to persons, animals, or things, or to a group of mixed objects; *which*, to animals or things. *What* is not properly used with an expressed antecedent. In general, *that* is preferable in restrictive clauses; *which*, in nonrestrictive clauses. Occasionally *whose* is used as the possessive of *that* or *which*.

The *man* and the *dog that* just passed are close friends. (Never *who*.)

Tell me *what* you want. (Antecedent not expressed.)

The horse *whose* leg was injured will not enter the race. (*Whose* as possessive of *that*.)

Agreement.—Among the perplexing problems of number are those which involve agreement of pronouns with their antecedents and agreement of verbs with their subjects. The following rules are worthy of study:

1. A singular collective noun must be followed by a singular pronoun.

The *company* is dedicating *its* new building. (Never *their*.)

The *committee* was divided in *its* opinion.

Note: The word *majority* has three meanings, and it is these which determine the number of the verbs or pronouns used.

1. The *majority* (plurality) *was* small but sufficient to effect the passage of the bill.

2. The *majority* (single group) *was* determined to have its law enforced.
Or

The *majority* (members of group) *were* determined to have their law enforced.

3. The *majority* (individuals) *were* elated over the passage of the bill.

2. The impersonal or editorial *he* is used when a singular pronoun refers to either of two antecedents.

Either *John or Frank* will be awarded the prize that *he* coveted.
(Never *they*. In cases of mixed gender, *each* may be substituted for *he*.)

3. A compound subject composed of two singular forms takes a plural verb if the forms are connected by *and*; a singular verb, if connected by *or*.

Mary *and* he *are* going.

Mary *or* he *is* going.

Note: If one member of a compound subject is singular and the other is plural, the subject nearer the verb governs the number of the verb.

Either Max or *they are* wrong.

They or *I am* wrong.

4. Some few nouns are always used in the plural and consequently take plural verbs and plural pronouns.

scissors	tidings	valuables
shears	thanks	riches
oats	goods	fireworks
clothes	victuals	eaves
bellows	odds	ashes

The *scissors are* dull, and *their* points are broken.

Other nouns are plural in form, but singular in meaning; hence they take singular verbs and singular pronouns.

economics	athletics	ethics
mathematics	civics	measles
physics	statistics	mumps
politics	news	aëronautics
series	species	acoustics

Note: When not used as the names of sciences some of these words, such as *statistics*, *politics*, and *acoustics*, take plural verbs.

Statistics is an interesting study.

These *statistics* are not clear.

Because some nouns have the same form for the singular and plural, the number must be indicated by verbs and pronouns.

deer, sheep, series, species, corps

The *deer was* shot in *its* head.

The *deer were* feeding on *their* favorite knoll.

5. A subject always governs the number of its verb, even though one or more other nouns or pronouns may be nearer to the verb than the subject itself. A common error is that of making a verb agree with the object of a preposition because the

phrase, of which that noun object forms a part, intervenes between the subject of the sentence and the verb.

One of the papers *is* missing. (Never *are*.)

Note: *Either*, *neither*, *each*, and all forms of *one* and *body* always take singular verbs.

Either rule *is* correct.

Everybody thinks he did his work well.

Not *one* of the subscriptions *is* missing.

Note: *Some*, *few*, *many*, *both*, *all*, and *more* are plural and take plural verbs.

Few were interested in his remarks.

Many of the men *are* on vacations at this time.

Note: Though *none* means *no one* or *not any*, it must not be supposed that it cannot be used in a plural sense. Its meaning will determine the number of verb and of pronoun. This common misconception of the word *none* was revealed when a young banker in an officers' training group wrote up the results of his inspection of a department. The sentence "*None* of the men *are* especially fitted for *their* work" was criticized from a grammatical point of view. When several American texts revealed that his sentence expressed the thought he had in mind, the critics suggested that the singular use must be "pure English." The *Oxford English Dictionary* proved the fallacy of this theory by stating that the plural use was the more common. If use of the word *none* comes up, substitute *not one* or *not any* for it.

Correct: *None* of the men *is* wiser than Mr. Jones.

Not one of the men *is* wiser than Mr. Jones.

Correct: *None* of the men *are* fitted for the work.

Not any of the men *are* fitted for the work.

6. Fractions are dependent for number upon the sense in which they are used and their verbs are governed accordingly.

Two thirds of the work *is* done.

Two thirds of the men *are* on vacations.

Case.—Nouns use the same form for both nominative and objective cases and require study only for methods of forming the possessive case; but pronouns, as indicated in the table of personal and relative pronouns, have a different form for each one of the three cases. When one has studied how to form the possessive case of nouns, there is little excuse for leaving out the apostrophe. No thought need be given to the nominative and objective cases

of nouns. However, the use of pronouns demands constant vigilance of the form in all three cases.

1. The possessive case of a noun or pronoun is used when the form modifies a gerund (a verbal noun ending in *ing*).

I do not approve of *his being* sent West. (Not *him*.)

Mr. Smith's trying the post meets with our approval.

We do not like *their having* lunch so late.

2. A clause interjected between a subject pronoun and its verb does not change the case of the pronoun.

Who *do you think* is responsible for the error? (Never *Whom*.)

3. Both of the objects of a preposition or of a verb must be in the objective case.

Divide the letters *between Miss Smith* and *me*. (Never *I*.)

He *gave Miss Smith* and *me* the letters.

Let them and *me* try.

4. An interrogative pronoun that is an object of a preposition or of a verb must be in the objective case.

Whom did you give the letter *to*?

Better form: *To whom* did you give the letter?

Whom did they *ask*?

Whom will they *see*?

5. The nominative case of a pronoun is used with certain forms of the verb *be* when the pronoun is a predicate substantive.

It *is I*.

It ought *to be she*.

That can't *be they*.

It *was he*.

You never can *be we*.

6. Compounds of *who*, *which*, and *what* with *ever* are indefinite, are used with no antecedent, and are inflected to show case.

Nominative: *Whoever* was trying to get in left before I could answer.

Possessive: I spilled ink on *whosoever* coat was on this desk.

Objective: Choose *whomever* you like.

7. The nominative case must be used after a conjunction that introduces an independent clause, even though the verb in the latter clause is not expressed.

He is taller than *I* (am).

We are faster than *they* (are).

Verbs and verb phrases

A verb declares or asserts something about a subject which is either expressed or understood. Verb forms include the simple verb and the compound verb, or verb phrase. The latter consists of a participle and some auxiliary form of a verb. An intransitive verb does not require an object, but a transitive verb requires one. Regular verbs are those which form their past tense and past participle by adding *d* or *ed*; irregular verbs have special forms.

Conjugation.—Conjugation of both a regular verb and an irregular verb may help to refresh your memory on mode and tense.

REGULAR VERB: *play*

IRREGULAR VERB: *go*

PRINCIPAL PARTS

<i>Present:</i>	play	go
<i>Past:</i>	played	went
<i>Present Participle:</i>	playing	going
<i>Past Participle:</i>	played	gone

INDICATIVE MODE

Present Tense

Singular:

I play	I go
you play	you go
he plays	he goes

Plural:

we play	we go
you play	you go
they play	they go

INDICATIVE MODE (*Cont.*)*Past Tense**Singular:*

I played	I went
you played	you went
he played	he went

Plural:

we played	we went
you played	you went
they played	they went

*Future Tense**Singular:*

I shall play	I shall go
you will play	you will go
he will play	he will go

Plural:

we shall play	we shall go
you will play	you will go
they will play	they will go

*Present Perfect Tense**Singular:*

I have played	I have gone
you have played	you have gone
he has played	he has gone

Plural:

we have played	we have gone
you have played	you have gone
they have played	they have gone

*Past Perfect Tense**Singular:*

I had played	I had gone
you had played	you had gone
he had played	he had gone

Plural:

we had played	we had gone
you had played	you had gone
they had played	they had gone

INDICATIVE MODE (*Cont.*)*Future Perfect Tense**Singular:*

I shall have played
 you will have played
 he will have played

I shall have gone
 we will have gone
 he will have gone

Plural:

we shall have played
 you will have played
 they will have played

we shall have gone
 you will have gone
 they will have gone

SUBJUNCTIVE MODE

*Present Tense**Singular:*

if I play
 if you play
 if he plays

if I go
 if you go
 if he goes

Plural:

if we play
 if you play
 if they play

if we go
 if you go
 if they go

*Past Tense**Singular:*

if I played
 if you played
 if he played

if I went
 if you went
 if he went

Plural:

if we played
 if you played
 if they played

if we went
 if you went
 if they went

IMPERATIVE MODE

*Present Tense Only**Singular and Plural:*

(you) play

(you) go

INFINITIVES

Present:

to play

to go

Past:

to have played

to have gone

PARTICIPLES

Present:

playing

going

Past:

played

gone

Present Perfect:

having played

having gone

Notice that the verb form does not change throughout the conjugation in which it appears, except in the third person singular in the present and present perfect tenses. This explains why it is incorrect to say "he don't," which is *he do not*. The same rule applies, of course, to *she* and *it*—*she doesn't* and *it doesn't*. The past tense is always the same throughout. You can see why it is wrong to say "he done it," for *done* is a past participle and must be used with an auxiliary in a verb phrase. *Shall* is used in the first person, both singular and plural, to indicate future or future perfect tense; *will* is used with the other two persons. The order of *shall* and *will* is just reversed to express determination. Therefore, *I will go* means that I am determined to go, while *I shall go* simply indicates expectation; *he shall go* expresses determination on the part of the speaker to force another to act, and *he will go* merely expectation.

Misused verbs.—In a dictionary certain indications (*v. t.* and *v. i.*, or *tr.* and *intr.*) call your attention to the fact that verbs are transitive or intransitive. Following these abbreviations, the parts of the verb will be given. For example: *lie, v. i., lie, lay, lain;* and *lay, v. t., lay, laid, laid.* Because *lie* is intransitive, it cannot take an object; but *lay* will have to be followed by an object, be-

cause it is transitive. Consequently, the conjugation of *I lay* and *I lie* will be as follows:

I lay the book here.	<i>Present</i>	I lie here.
I laid the book here.	<i>Past</i>	I lay here.
I have laid the book here.	<i>Present Perfect</i>	I have lain here.

A similar distinction exists between *sit* and *set*. *Set* being a transitive verb, it is impossible to *set* unless you *set something*.

I *sit* here. They *set* the *dishes* on the table.

Hanged is applied to persons; *hung*, to objects. Both are past tenses of the verb *hang*.

They *hanged* the *man* for the murder.

They *hung* a *map* in the office.

Though *got* and *proved* are today preferred to *gotten* and *proven*, if an employer insists on saying *have gotten* or *has proven*, do not feel that you must persuade him to change his wording. However, in your own writing, follow modern practice by writing *have got* and *has proved*. A flagrant error in the use of *got* is its confusion with *have*. *Have*, aside from being an auxiliary verb in the present perfect tense, denotes possession. *Get* denotes the act of going after a thing.

I *have* five dollars. (The money is in my possession.)

I *got* five dollars. (I was successful in procuring that amount.)

Consequently, *I have got five dollars* is wrong, not because you cannot say *have got*, but because you probably mean possession rather than the act of procuring.

May means permission; *can*, ability.

May I go? (Will you permit me to go?)

Can I go? (Would I be able to go?)

One hears so much talk about the verb *be* that it is small wonder some sections of the country have found a use for it, even though that use of *be* is incorrect.

Wrong: Be you going?

Right: Are you going?

Ought is not a verb but an auxiliary. Consequently, it is impossible to construct a good sentence by putting another auxiliary before *ought*.

Never: I *had ought* to go.

But: I *ought* to go.

Never: I *should ought* to try.

Either: I *should* try.

Or: I *ought* to try.

Irregular verbs.—A study of some of the common irregular verbs will be profitable. It should be noted that verb forms in the second column do not need a helping word to express past time, and therefore are not found in verb phrases. Consequently, *had went*, *has 'did*, and *have saw* are wrong. The verb forms in the third column must have a helping verb; they are never correct if used alone as independent verbs. Hence, *I seen him* and *they done it* are wrong.

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
abide	abode	abode
am } is } are }	was } were }	been
arise	arose	arisen
awake	awoke, awaked	awaked
bear	bore (<i>archaic</i> , bare)	borne
beat	beat	beat, beaten
beget	begot (<i>archaic</i> , begat)	begotten, begot
begin	began	begun
bend	bent, bended	bent, bended
beseech	besought	besought
bet	bet	bet
bid (to offer a price)	bid	bid
bid (to invite or greet)	bade	bidden
bind	bound	bound
bite	bit	bitten, bit

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
bleed	bled	bled
blow	blew	blown
break	broke (<i>archaic</i> , brake)	broken
breed	bred	bred
bring	brought	brought
build	built (<i>archaic</i> , buildied)	built (<i>archaic</i> , buildied)
burn	burned, burnt	burned, burnt
burst	burst	burst
buy	bought	bought
can	could	.. .
cast	cast	cast
catch	caught	caught
choose	chose	chosen
cling	clung	clung
clothe	clothed, clad	clothed, clad
come	came	come
cost	cost	cost
creep	crept	crept
crow	crowed, crew	crowed (<i>archaic</i> , crown)
cut	cut	cut
deal	dealt	dealt
dig	dug, digged	dug, digged
dive	dived (<i>colloq.</i> , dove)	dived
do	did	done
draw	drew	drawn
dream	dreamed, dreamt	dreamed, dreamt
drink	drank (<i>archaic</i> , drunk)	drunk
drive	drove (<i>archaic</i> , drave)	driven
eat	ate	eaten
fall	fell	fallen
feed	fed	fed

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
feel	felt	felt
fight	fought	fought
find	found	found
flee	fled	fled
fling	flung	flung
flow	flowed	flowed
fly,	flew	flown
forbear	forbore (<i>archaic</i> , forbare)	forborne
forbid	forbade, forbad	forbidden (<i>archaic</i> , forbid)
forget	forgot (<i>archaic</i> , forgat)	forgotten, forgot
forgive	forgave	forgiven
forsake	forsook	forsaken
freeze	froze	frozen
get	got (<i>archaic</i> , gat)	got, gotten
give	gave	given
go	went	gone
grind	ground	ground
grow	grew	grown
hang (to kill)	hanged	hanged
hang (to suspend)	hung	hung
have	had	had
hear	heard	heard
heave	heaved, hove	heaved, hove (<i>archaic</i> , hoven)
hew	hewed	hewed, hewn
hide	hid	hidden, hid
hit	hit	hit
hold	held	held
hurt	hurt	hurt
keep	kept	kept
kneel	knelt, kneeled	knelt, kneeled
know	knew	known
lay	laid	laid

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
lead	led	led
leap	leaped, leapt	leaped, leapt
learn	learned, learnt	learned, learnt
leave	left	left
lend	lent	lent
let	let	let
light	lighted, lit	lighted, lit
loose	loosed	loosed
lose	lost	lost
make	made	made
mean	meant	meant
meet	met	met
mow	mowed	mowed, mown
pay	paid	paid
plead	pleaded (<i>colloq.</i> , plead <i>or</i> pled)	pleaded (<i>colloq.</i> , plead <i>or</i> pled)
prove	proved	proved, proven
put	put	put
quit	quit, quitted	quit, quitted
read	read	read
rid	rid, riddled	rid, riddled
ride	rode (<i>archaic</i> , rid)	ridden (<i>archaic</i> , rid)
ring	rang, rung	rung
rise	rose	risen
run	ran, run	run
say	said	said
see	saw	seen
seek	sought	sought
sell	sold	sold
send	sent	sent
set	set	set
shake	shook	shaken
shear	sheared (<i>archaic</i> , shore)	sheared, shorn
shed	shed	shed
shine (to glow forth)	shone	shone

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
shine (to polish)	shined	shined
shoe	shod	shod
shoot	shot	shot
show	showed	shown, showed
shrink	shrank, shrunk	shrunk
shut	shut	shut
sing	sang, sung	sung
sink	sank, sunk	sunk
sit	sat	sat
slay	slew	slain
sleep	slept	slept
slide	slid	slidden, slid
sling	slung (<i>archaic</i> , slang)	slung
slink	slunk (<i>archaic</i> , slank)	slunk
slit	slit, slitted	slit, slitted
smell	smelled, smelt	smelled, smelt
smit	smote	smitten, smit, smote
sow	sowed	sown, sowed
speak	spoke (<i>archaic</i> , spake)	spoken
speed	sped, speeded	sped, speeded
spend	spent	spent
spin	spun (<i>archaic</i> , span)	spun
spit	spit (<i>archaic</i> , spat)	spit (<i>archaic</i> , spat)
split	split	split
spread	spread	spread
spring	sprang, sprung	sprung
stand	stood	stood
stay	stayed, staid	stayed, staid
steal	stole	stolen
stick	stuck	stuck
sting	stung (<i>archaic</i> , stang)	stung (<i>archaic</i> , stang)

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
stink	stank, stunk	stunk
stop	stopped (<i>poetic</i> , stopt)	stopped (<i>poetic</i> , stopt)
stride	strode	stridden
strike	struck	struck (<i>poetic</i> or <i>rhetorical</i> , stricken)
string	strung	strung
strive	strove	striven
swear	swore (<i>archaic</i> , sware)	sworn
sweat	sweat, sweated	sweat, sweated
sweep	swept	swept
swell	swelled	swelled, swollen
swim	swam, swum	swum
swing	swung (<i>archaic</i> , swang)	swung
take	took	taken
teach	taught	taught
tear	tore	torn
tell	told	told
think	thought	thought
thrive	throve, thrived	thrived, thriven
throw	threw	thrown
thrust	thrust	thrust
tread	trod	trodden, trod
wake	waked, woke	waked, woke
wear	wore	worn
weave	wove	woven, wove
wed	wedded	wedded, wed
weep	wept	wept
wet	wet, wetted	wet, wetted
win	won	won
wind	wound	wound
work (to toil; to operate)	worked	worked
work (to fashion by labor)	wrought	wrought

<i>Present</i>	<i>Past</i>	<i>Past Participle</i>
wring	wrung (<i>archaic</i> , wringed)	wrung (<i>archaic</i> , wringed)
write	wrote	written

Errors in tense.—Most errors which directly concern verbs are those of tense. The present tense is often used where the past tense is required.

Wrong: Says I, "We are not interested in your proposition."

Right: I *said*, "We are not interested in your proposal."

Wrong: He *says*, "Our car is better than yours."

Right: He *said*, "Our car is better than yours."

Another common error is substitution of the past tense for the present perfect or past perfect tenses.

Wrong: I *transcribed* the letter already.

Right: I *have already transcribed* the letter.

Wrong: I was idle when he came in, though I *was* busy before that time.

Right: I was idle when he came in, though I *had been* busy before that time.

Tenses of infinitives are also confused.

Wrong: I planned *to have written* that letter first.

Right: I planned *to write* that letter first.

An incorrect knowledge of the auxiliary verbs which form perfect tenses causes such errors as the following:

Did you *finish* my letter?
for

Have you *finished* my letter?

Wrong: If I *would have known* you wanted the letter, I would have written that one first.

Right: If I *had known* you wanted the letter, I would have written that one first.

Wrong: He *was waiting* at the door half an hour when I arrived.

Right: He *had been waiting* at the door half an hour when I arrived.

Errors in the use of the subjunctive mode are usually a result of misunderstanding the difference between a statement which is true, or was possibly true, and one which is impossible.

If I *were* you, I should get here on time.

If I *was* ill, I don't remember it.

The first sentence is correct because *were* is used in a statement obviously not true; it is self-evident that *I* am not *you*. The second sentence is correct because *was* is used in a statement that is true, or possibly might be true. Though I do not remember, it is possible I was ill that day.

Infinitives, participles, and gerunds.—Infinitives, participles, and gerunds are verbal in form and are treated under verbs. Errors most often associated with them are: the use of the objective case instead of the possessive case before the gerund (as explained on page 469), the split infinitive, the dangling participle, and the dangling gerund.

The split infinitive is grammatically incorrect. If one is dictated, it is usually safe and desirable to correct it. However, your employer may belong to that school of thinkers who believe the split infinitive form places more emphasis on the interposed word than does the form generally thought of as correct. In this case it is unwise to annoy him by making changes in word order.

Split: I am trying *to* quietly *remove* the file.

Closed: I am trying *to remove* the file quietly.

Some writers consider a split verb phrase equally bad form, but most authorities do not object to the insertion of an occasional word.

Split: I *am* quietly *trying* to remove the file.

A dangling participle is (a) a participle which *dangles* between two words, either of which it might be supposed to modify; or (b) a participle that has no word to modify. Much ambiguity is caused by sentences with dangling participles.

(a) *Ambiguous:* *Having finished* for the day, *we* told the *secretary* to go home.

Better: We told the secretary to go home when she had finished for the day.

(b) *Wrong:* *Having finished* for the day, the office was closed.

Right: *Having finished* for the day, *we* closed the office.

Note: In the first sentence under (a), one is not sure whether the employers or the secretary was finished for the day. In the first sentence under (b), one does not know who finished for the day—certainly not the office.

Dangling gerunds are similar in construction to dangling participles. When a gerund is used as the object of a preposition, the agent, or word the gerund phrase modifies, must be expressed and must be placed as near as possible to the modifying phrase.

Faulty: In *preparing* this book, an *attempt* has been made to organize the material to best advantage.

Right: In *preparing* this book, the *author* has attempted to organize the material to best advantage.

Adjectives and adverbs

Words which add color to writing are adjectives and adverbs. Though many adjectives may be turned into adverbs by adding *ly* (*calm—calmly*), one must not suppose that the same forms may not sometimes be used for both classes of words. The real difference between adjectives and adverbs is in the kinds of words which they modify: an adjective modifies nouns and pronouns; and an adverb modifies verbs, adjectives, or other adverbs.

The natural position of an adjective is before the noun it modifies, but it may be placed directly after the noun or after the verb (as a predicate adjective).

The *capable* and *efficient* secretary was a great asset.

The secretary, *capable* and *efficient*, was a great asset.

The secretary was *capable* and *efficient*.

When an adjective modifier is a participial phrase, great care must be taken to see that the phrase is placed near the noun it modifies.

Being capable and efficient, the secretary was a great asset.

Never: The secretary was a great asset, *being capable and efficient*.

The same principle holds true when an adjective modifier is turned into an adjective clause.

The *secretary, who was capable and efficient*, was a great asset.

Never: The *secretary* was a great asset, *who was capable and efficient*.

The rule of proximity governs adverbs as well as adjectives; adverbs must be placed near the verb, adjective, or adverb which they modify.

Poor: She *typed* as the afternoon wore on *very rapidly*.

Better: She typed *very rapidly* as the afternoon wore on.

(The adverb *rapidly* modifies the verb *typed*; the adverb *very* modifies the adverb *rapidly*.)

Poor: She is a typist in a brokerage office handling large accounts, *very rapid and efficient*.

Better: She is a *very rapid* and *efficient* typist in a brokerage office handling large accounts.

(The adjectives *rapid* and *efficient* are adjectives modifying the noun *typist*; the adverb *very* modifies the adjective *rapid*.)

When an adverb is placed at the beginning of a sentence, or out of its natural order, the comma may be omitted only if the meaning will be perfectly clear without punctuation.

Brightly shone the sun.

Brightly the sun *shone*.

Fortunately, skating became a possible outlet for their energy.

Adverbs denote time, place, manner, and degree.

We shall *go now*. (Time)

We shall *go there*. (Place)

We shall *go slowly*. (Manner)

We shall *go very slowly*. (Degree)

We shall now go there very slowly. (A combination of all the types of adverbs in one sentence.)

When a number of adverbial ideas are to be expressed, especially when some ideas are cast into adverbial clauses or adverbial

phrases, great care must be taken to arrange the elements in logical order.

We tried to see you at the office *last Saturday when we were in the city*.

Never: We tried to see you *last Saturday* at the office *when we were in the city*.

Confusion in use of adjectives and adverbs.—A predicate adjective is often confused with an adverb.

Predicate adjective: She looks *beautiful*. (Not *beautifully*.)

Adverb: She *looks down*.

Any form of the verb *be* and such verbs as *look, feel, sound, smell, and taste* may be followed by a predicate adjective.

The *girl* is *charming*.

We were *happy*.

The *child* looks *bright*.

The *secretary* feels *capable*.

Her *voice* sounds *clear*.

The *perfume* smells *cheap*.

The *apple* tastes *sour*.

In the above sentences the predicate adjectives modify the subject nouns or pronouns. However, if the verb were the part of the sentence that needed to be expanded in meaning, an adverb would be required.

The whistle *sounded shrilly* through the night.

Again, the adjective might be needed to describe the condition produced on the object of the verb.

She kept the *files clean*.

Often an adverb is placed before the verb if a named object would otherwise intervene. This arrangement may be used, also, when the object of the verb has modifying clauses or phrases following it.

She *arranged* the files *carefully*.

Preferable: She *carefully arranged* the files.

She *carefully arranged* the files that were in our office.

Though most words ending in *ly* are adverbs, a few adjectives also have this form. *Friendly, orderly, gentlemanly, and lonely* are examples. Certain adverbs, depending upon their emphasis and meaning in the sentences in which they appear, are also correctly used with or without the *ly*; for example, *slow, slowly; quick, quickly*.

Either: Drive *slowly*.

Or: Drive *slow*.

Double negatives.—Some secretaries are noticeably careless in not avoiding use of the double negative. Unbelievable as it may seem, one secretary who was earning more than one hundred fifty dollars a month committed this grievous error by always asking patients when they left the office: “You *don’t* want *no* appointment, do you?” She certainly should have asked such a question in the positive form, “When do you wish another appointment?” but to have used the double negative was inexcusable.

Among common double negatives are:

ain’t no	aren’t none	could not scarcely
couldn’t hardly	doesn’t want no	cannot barely
aren’t but	wouldn’t never	do not nearly

Comparison.—Adjectives and adverbs may be written in three degrees—positive, comparative, and superlative. The positive degree merely assigns the quality to the object or person named; the comparative degree compares the quality possessed by one object or person with that of some other possessor; and the superlative degree gives to the possessor outstanding rank among any number of other possessors of the same quality.

Positive: He is a *good* secretary.

Comparative: He is *better* than my last secretary.

Superlative: He is the *best* secretary I ever had.

Positive: His spelling is *poor*.

Comparative: His spelling is *poorer* than mine.

Superlative: His spelling is the *poorest* I have ever seen.

Dictionaries usually give the comparative and superlative forms of an adjective or an adverb. These forms are worthy of study:

<i>Positive</i>	<i>Comparative</i>	<i>Superlative</i>
full	fuller	fullest
wealthy	wealthier	wealthiest
well (<i>adverb or adjective</i>)	better	best
good (<i>adjective</i>)	better	best
bad	worse	worst
little (<i>quantity</i>)	less	least
few (<i>number</i>)	fewer	fewest
much (<i>quantity</i>)	more	most
many (<i>number</i>)	more	most
beautiful	more beautiful	most beautiful
annoying	less annoying	least annoying

Certain points must be noted in the comparison of adjectives:

1. Some adjectives cannot be compared; for example, *accurate*, *supreme*, *wrong*, *superior*, *complete*, *unique*, *perfect*, or *absolute*. A thing can never be *more accurate* or *most supreme*.

2. *Less* applies to quantity; *fewer*, to number.

The old typewriting tests should have read, "Tests are eligible with five or *fewer* (not *less*) errors."

We have *less leisure* than you have.

3. An incomplete comparison really tells nothing.

We sell *better* groceries. (Better than what?)

4. Only things of equal grammatical rank may be compared.

Wrong: The *needs* of your customers are *greater than* these people.

Right: The *needs* of your customers are *greater than those* of these people.

5. The comparative degree is used to compare not more than

two objects or groups of objects. If more than two things are considered in a comparison, the superlative must be employed.

Comparative: Our prices are *lower than* those of any other store in the city. (Comparison of two groups of prices.)

Superlative: The prices at our store are the *lowest* in the city.

The articles.—Grammar often groups the articles as adjectives. A few uses of these three words—*a*, *an*, and *the*—demand special attention.

1. The article is not repeated if one person is designated by two terms, but it is necessary to repeat the article to indicate two persons.

The secretary and treasurer (one person) was present.

The secretary and *the* treasurer (two persons) were present.

Note: If predicate nouns refer to the same person, the article is not repeated.

I am the janitor, office boy, telephone girl, timekeeper, and paymistress around here in addition to being chief stenographer.

2. *The* should be used only to point out definitely; *a* and *an* are used in indefinite constructions. Most writers try to be too definite and consequently overwork *the*. Can you see clearly the difference in meaning in the following sentences?

Send me a book on finance.

Send me the book on finance.

3. In general *a* is used before any word beginning with a consonant and *an* is used before any word beginning with a vowel (*a*, *e*, *i*, *o*, *u*). However, even though a word may begin with a vowel, if the vowel has a *y* or *w* sound, *an* is not used.

a unique plan

a ewe lamb

a one-sided argument

a humorous incident

4. If *h* is silent, the word is preceded by *an*; otherwise, use *a* before words beginning with *h* as before other words beginning with consonants.

<i>an</i> hour	<i>a</i> hoarse voice	<i>a</i> historical event
<i>an</i> honest day's work	<i>a</i> hideous reptile	<i>a</i> humble servant
<i>an</i> honorable man	<i>a</i> humorous smile	<i>a</i> hundred
	<i>a</i> half-peck	

Some authorities make certain exceptions to the above rule; they prefer *an* to *a* with the words *historical*, *humble*, and *hundred*. This use is permissible.

An indefinite article may be used instead of the words *each*, *every*, *for*, or *per*. Occasionally one finds the definite article used in this sense also, but Americans are not particularly fond of such expressions as *fifty cents the bushel*.

three times a week	twice a year
two dollars an hour	two hundred miles an hour
fifty dollars an ounce	eighty revolutions a minute

Demonstrative adjectives.—*This* and *that* are used to point out single objects; *these* and *those*, to point out a number of similar objects.

this boy	that boy
these boys	those boys
this kind of ink	that kind of ink
these kinds of ink	those kinds of ink

This and *these* point out things which are near at hand; *that* and *those*, things which are distant. Consequently, following words with *here* and *there* is repetition. A personal pronoun must never be confused with (and used for) a demonstrative adjective.

Wrong: This here, these here, that there, those there, them there things, them things.

A demonstrative adjective becomes an adjective pronoun when its noun is omitted to avoid repetition, but unless the antecedent is contained in the same sentence, the meaning is likely to be ambiguous. A demonstrative pronoun must have a definite antecedent and must not be used to refer vaguely to the whole idea expressed by the preceding sentence.

This makes it necessary for me to change our rules. (What does?)

This evasion makes it necessary for me to change our rules.

Prepositions

Prepositions govern the case of and show the relation between a following noun or pronoun and some other part of the sentence. Consequently, one should always see that a preposition does have an object. A dangling preposition is a source of confusion.

Wrong: Where are they going *to*?

Right: Where are they going?

Poor: *Whom* shall I give the letter *to*?

Better: *To whom* shall I give the letter?

Two prepositions are seldom used together before one object unless, of course, they are used in parallel constructions and are connected by a conjunction.

Wrong: I am not *near to* his desk.

Right: I am not *near* his desk.

Wrong: He was put *off of* the committee.

Right: He was put *off* the committee.

Correct: We shall be there *at* or *near* the hour.

Correct: We have a government *of, by, and for* the people.

The following colloquial combinations should be avoided:

in around; at about; on to; near at; in between; around among;
off from; of about; around about; in among; for to; near by;
in on; in at; up to

Prepositions are frequently used redundantly after verbs. Some grammarians contend that the use of superficial or unnecessary words is the chief sin of "American" English. Certainly anyone would know what you meant if you merely said, "Call me at three"; yet *up* is so universally used in telephone conversations that few people stop to reason it is useless. In some offices a secretary may find no difference between being *called in* and being

called down, but both thoughts could probably be better expressed by the use of some other verb without a preposition. Whether the preposition has taken on the use of an adverb or not, it is redundant in such expressions as *return back*, *climb up*, *descending down*, and *invade into*.

Special uses of prepositions.—Certain fine distinctions are made in the uses of different prepositions. For example, *between* is used when speaking of two objects; *among*, when speaking of more than two objects.

There is not much choice *between* the *two* words.

Your choice must be made *among* *three* synonyms.

Into suggests direction toward an object; *in*, merely location.

We moved *into* our new office Thursday.

We have been *in* this office fifteen years.

In is used in referring to cities; *at*, to smaller places.

He resides *in* Chicago, but he was born *at* Paris, Illinois.

Besides means *in addition to*; *beside* means *at the side of*.

Do you need anything *besides* the file?

I work *beside* him every day.

Around should not be used for *about* in approximating time.

I shall reach there *about* three o'clock. (Not *around*.)

Though *in front of* is considered correct for *before*, *in back of* is not sanctioned for *behind*.

He stood *in front of* me; they stood *behind* me.

Idiomatic uses of prepositions.—Certain prepositions follow certain words as night follows day. For instance, the prepositions which follow the verb *differ* are *with* and *from* (not *to* and *than*). We *differ with* a person in opinion; we *differ from* him in appearance. One thing is *different from* another, not *different than* or *different to* it.

When in doubt as to what preposition to use, consult a diction-

ary. The preposition will be found in parentheses after the meaning of the verb with which it is used.

Example: cater—to purvey food (for); to provide requisites (for); to supply means of gratification (to).

The following list of approved prepositions is worthy of study:

acceptable *to*

accommodate *to* (what we cannot help)

accommodate *with* (what is desired)

in accordance *with*

accountable *to* (a person)

accountable *for* (a thing)

adjust *to*

advantage *over* (an adversary)

advantage *of* (benefits)

agree *with* (a person)

agree *to* (something which is proposed)

agree *upon* (something already determined)

agreeable *to*

angry *with* (a person)

angry *at* (a thing)

appropriate *to* (assign to)

appropriate *for* (set apart for)

ask *of* or *from* (a person)

ask *for* (something desired)

betray *to* (a person)

betray *into* (a thing)

call *at* (a house)

call *for* (something desired)

call *on*, *upon*, or *for* (a person)

charge *against* (a person)

charge *with* (a thing)

compare *to* (to liken to)

compare *with* (to examine in the same relationship)

- concur *with* (a person)
concur *in* (an opinion or a course of action)
concur *to* (something already in effect)
conversant *with* (a person)
conversant *in* (a topic)
copy *after* (an act)
copy *from* (a thing)
correspond *with* (things which are consistent)
correspond *to* (things which offer fulfillment)
die *of* (a disease)
die *for* (a person or cause)
die *by* (an act or means of violence)
differ *with* (a person)
differ *in* (an opinion or manner)
disappointment *of* (something denied)
disappointment *in* (something obtained)
grateful *to* (a person)
grateful *for* (a gift or favor)
look *on* (in order to see)
look *for* (in order to find)
look *after* (in order to follow)
protect (ourselves) *against*
protect (other persons) *from*
reconcile *to* (to adjust differences, or to bring to acquiescence)
reconcile *with* (to make consistent)
skillful *in* (before a noun)
skillful *at* (before a gerund)
unite (a thing) *to*
unite *with* (a thing)

Conjunctions

In the chapter on sentence structure, both subordinating and coördinating conjunctions were treated (page 438). However, a few common errors should be brought to your attention.

Prepositions are often incorrectly used as conjunctions.

Wrong: Do *like* I do.

Right: Do *as* I do.

Wrong: I cannot go *without* you do.

Right: I cannot go *unless* you do.

Subordinating conjunctions are not used to introduce noun clauses (*where, when, because, on account of, and as* may not take the place of *whether* or *that*).

Wrong: The reason is *because* I am too busy.

Right: The reason is *that* I am too busy.

Interjections

Interjections, because they are independent of the grammatical construction of the sentence, are open to few errors. They may be directly followed by an exclamation mark, or they may be separated from the rest of the sentence by a comma. Occasionally one notices an interjection which poorly expresses the feeling which a writer wishes to convey. Below is a list of emotions and after them are various interjections which appropriately express those respective feelings.

Sorrow: Oh! Alas!

Pain: Oh! Um! Ouch!

Earnestness: O God!

Satisfaction: Ah! Um! Yum yum!

Surprise: Ha! Oh! Well!

Contempt: Pooh! Humph! Pshaw! Bah!

Expletives

The expletive *there* is not a part of speech. Its only function is to throw the subject of a sentence into the predicate, thereby making the approach less abrupt.

Weak: *There* are *certain* rules to be followed in the playing of any game.

Stronger: *Certain* rules must be followed in the playing of any game.

The pronoun *it* is sometimes used in a similar sense, but the words that might be the subject are considered an explanation of the pronoun.

Weak: It is necessary that I get this out at once.

Stronger: I must get this out at once.

Unrestricted use of the expletive tends to make writing weak.

BOOKS FOR VERIFYING POINTS OF GRAMMAR

Descriptive English Grammar, Homer C. House and Susan Emelyn Harman, Prentice-Hall Inc., New York.

The Nelson Handbook of English, James Holly Hanford, Malcolm McLeod and Edgar C. Knowlton, Thomas Nelson and Sons, New York.

The Century Collegiate Handbook, Garland Greever and Easley S. Jones, The Century Company, New York.

Effective English, Louis Wann, Prentice-Hall, Inc., New York.

Manual of Business Correspondence and English, Peirce School, Philadelphia.

English in Modern Business, Edward J. McNamara, Prentice-Hall, Inc., New York.

A Dictionary of Modern English Usage, H. W. Fowler, Oxford University Press, New York.

College Handbook of Composition, Edwin C. Woolley and Franklin W. Scott, D. C. Heath and Company, New York.

Grammar and Usage, Alma Blount and Clark S. Northrup, Prentice-Hall, Inc., New York.

CHAPTER TWENTY-TWO

Choice of Words

Know how to give without hesitation, how to lose without regret, how to acquire without meanness.—GEORGE SAND.

A passive attitude toward dictation

Men who wish to have their dictation improved by a transcriber often observe that secretaries do not know words. Just why do secretaries fail in this respect? In school, dictation consisted of letters which had been put into textbooks because they were considered models of business English. Students took the dictation verbatim and made an exact transcript. This procedure did not teach them to be critical of dictated matter and they later find it difficult to realize they must look for imperfections in an employer's dictation; they forget that he is not reading a polished letter. Only an outstanding error wakes them out of this passive attitude which they assume toward dictation.

Verbatim transcription is required in court testimony and in a few other types of matter, but in business letters added skill in making necessary or desirable changes is of prime importance. The question for you to decide is just what words and expressions can be expressed more effectively. Though you can often do much to improve dictated material, you must constantly guard against going to such extremes as constitute the pitfalls of most reformers. Secretaries, in their zeal to make letters smooth in language, often change a word with little thought of its appropriateness to the content of the letter. For example, a woman who had used *account* three times in one paragraph received the transcribed letter with these three words—*account, bill, statement*—used instead of the repeated word. The girl had been right in

her knowledge that these words are often used interchangeably, but she had missed the point that all three of them were not appropriate in this letter. The services had not been billed to the customer and no statement had been sent to him. A much better plan would have been to reword parts of the paragraph in such a way as to avoid any necessity for repetition.

Your *bill* is giving us a little trouble. You sent us a check for \$91.82, which bore these words, "In full payment of July *account*." Since our records show an outstanding amount of \$105.61, we cannot accept this check and are holding it until we have an opportunity to verify this *statement* with you.

Our books show an amount of \$105.61 for services rendered you in July, but we received a check from you today for \$91.82 which bore these words, "In full payment of July *account*." Since we cannot accept this check as full payment, we are holding it until we have an opportunity to verify our records with you.

Originality

Avoid being eccentric in your endeavor to be original. Businessmen are very conservative and will not appreciate letters which border on the bizarre. We hear of many daring exhibitions of originality, such as that of the girl who applied for a position by writing with green ink on green paper and who began her letter: "Would you like a 'greenie' for a secretary if she could do these things:" Her application may have appealed to the one man she happened to reach, but the chances are that *even he* would have considered his own secretary insane if she had shown such taste. Most men would have inferred that her choice of stationery was an evidence of ignorance of business practice, if not of downright impudence. Letters full of exclamation marks, dashes, and slang are seldom effective. Unless you are in an advertising department, you have little opportunity to exercise originality in business writing.

Stereotyped expressions

A warning to avoid unconventionalities should not cause you to fall into the habit of using meaningless and overused expressions. Business letters, more than any other form of writing or speech, are likely to be loaded with stereotyped words and phrases. These ready-to-use forms may add to speed of producing correspondence, but they surely become monotonous, even though they are proper. Unfortunately, so little thought is given to their use that they are often employed in quite ridiculous places. For instance, we say: "We have received your letter of May 9," or "This is in reply to your letter of May 9." Isn't it quite evident that you have already received the letter or you would not be writing a reply? Is your reply so vague that you have to label it? The only excuse for mentioning the date on which a letter was received is to help the reader locate his filed copy. This purpose may be accomplished by putting a subject heading on the letter to indicate the date in question or by subordinating this date to some other thought. The date reference is seldom of enough importance to warrant its occupying a complete sentence—much less the first sentence, which should be one of the strongest in the letter.

Date made a subject heading:

Subject: Your letter of May 9.

Date subordinated to main thought:

Your letter of May 9 again brings to our attention the fact that our July account has not been satisfactorily settled.

One firm uses the following sentence for all letters of reply and makes it into a complete paragraph. The main part of the letter begins in the second paragraph:

This is a reply to your letter of May 9.

You again direct our attention to the fact that our July account has not been satisfactorily settled.

Notice that these people say "a reply" and not "in reply." When *this* is used before *is*, the explanation of the word *this* should immediately follow the verb.

Say: This letter is a reply

Or: This is a reply

Never: This is in reply (because there is in such wording no stated explanation of what *this* really stands for)

Weak expressions

Words are often written with little thought of their real appropriateness. Businessmen would like us to think they are strong men, capable of directing the economic future of the world, yet their choice of words scarcely ever reflects such vigorous personalities. One lecturer at a business convention said: "What a hoping, wishing, trusting bunch of blithering idiots businessmen are! If you don't believe me, look at their letters." A survey of a large number of business letters shows that men not only *trust*, and *wish*, and *hope*, but a few of them actually *beg*!

Don't say: We hope to receive your check by Tuesday.

Or, worse: Hoping to receive your check by Tuesday, we are

But: May we receive your check by Tuesday?

Or: We shall expect to receive your check by Tuesday.

Above all things, do not use the word *trust* in a letter that clearly shows that you do not trust the person; a false note, or inconsistency, is fatal to convincing letter writing.

Mark the false note in this sentence:

We trust you will send us your check before Tuesday, or we shall have to turn your account over to our attorneys.

Effusive expressions

Valued, esteemed, kind, and similar adjectives are unnecessary in describing a communication. Do not use flattering terms in order to give an impression that you value one person's corre-

spondence or business above that of another. Businessmen should be impartial in their attitude toward customers. Each person should be met with cordiality, but not with flattery.

Anticipating a courtesy by thanking a person before he has granted your request is one way of disclosing that you have no intention of extending necessary formalities when the proper time comes. Beware of hackneyed phrases such as *shall be glad, should be pleased, thanking you in advance*.

You folks, you people, and *our Mr. Jones* are considered poor form because they are colloquial expressions. The possessive state of mind which will allow a person to write of a human being as though he were a chattel is highly objectionable to some people. You do not own a person, body and soul, just because you hire him to work for you. Say *our salesman, Mr. R. E. Jones*.

Vagueness

Be careful to avoid such indefinite expressions as *recent date, some time ago, in the near future*, and *as soon as possible*. Try to give exact dates.

Avoid vague allusions to future events or matters. Reference to "this matter" may be completely misleading. Thomas L. Stokes, writing of government correspondence, says the official letter writer's guide should have this one sentence written in bold letters at the top of each page: "If you must write a letter, write it so that it can be read from the housetops." He goes on to show that, when lined up in the columns of a newspaper, apparently innocent words often take on a meaning entirely different from that intended. Unfortunately, some people have no scruples about what is fair in war, politics, and business. While government correspondence is especially liable to malicious misinterpretation, the position of an officer in a large corporation is often undermined by tunnels of jealousy and intrigue which call for expert secretarial maneuvering. A businessman might dictate a phrase like "the matter about which we talked yesterday." Later, this vague expression might be deliberately used

to implicate the writer in some matter entirely different from that which he had in mind when he dictated the indefinite reference. Letters of approval, instruction, confirmation of contracts, and outlines of policy are especially in danger of being misconstrued.

Legal expressions

Legal phraseology often calls for expert interpretation. Because people generally have a feeling that such phraseology is employed for the purpose of hiding some sinister motive, it should be avoided in business correspondence. Short and common words are best in business, because there must be no possibility of being *misunderstood* or *not understood*. *Above-mentioned*, *party*, *hereinbefore*, *hereto*, *herewith*, and *therewith* are examples of words which should be eliminated if you would make your letters conversational rather than documental in tone.

Literary allusions

There certainly is no objection to a man's having a literary education, even though he does decide to earn his living in the business field; but it is highly objectionable for him to try to show off that knowledge in a business letter. A well-educated man usually has thoughts enough of his own to enable him to dispense with quotations. This warning does not mean that a literary quotation may not be fitly used occasionally; but numerous excerpts from the writings of famous people, and some of unknown origins, have been worn out by constant use. Furthermore, misquoting is a constant hazard which many readers are alert to discover. A good rule to follow is: Be very sparing in the use of literary allusions, and when you do find an allusion necessary, be sure that you have quoted it correctly.

Hackneyed expressions

Avoid expressions that have been overworked. The following are tabooed by practically every newspaper:

along the line of	floral offerings
angry mob	foregone conclusion
any way, shape, or form	fought like a tiger
appeared on the scene	gala attire
appropriate exercises	goes without saying
asleep at the switch	green-eyed monster
as sure as fate	green with envy
bated breath	Grim Reaper
becoming modesty	hard-earned money
better half	heart-rending (above all not <i>heart-rendering</i>)
bids fair to become	heated argument
blind as a bat	host of friends
blushing bride	hurled into eternity
breathed his last	ill-fated
breathless silence	immaculate linen
burned to a cinder (<i>or</i> crisp)	innocent bystander
burning question	in the limelight
checkered career	in the public eye
cheered to the echo	intrepid flyer
city fathers	it goes without saying
close proximity	kind permission
conspicuous by its absence	land-office business
crisp dollar bill	large and enthusiastic audience
crushed like an eggshell	last but not least
crying need	leave no stone unturned
daring robbery	light as a feather
dark as pitch	like a bolt from the blue
dastardly deed	like rats in a trap
delicious refreshments	long-felt want
doing as well as can be expected	milady
doomed to disappointment	miraculous escape
drastic measures	moot question
dull thud	musical circles
fair sex	nipped in the bud
favor with a selection	of prime importance
few and far between	Old Dobbin
finishing touch	

Old Sol	rendered a selection
original arrangement	rooted to the spot
quick as lightning	sadder but wiser
pale as death	sea of upturned faces
pandemonium reigned supreme	select few
pillar of the church	severed his connection
poor as Job's turkey	shook the dust from his feet
poor but proud	signified his intention
popular citizen	small but appreciative audience
present day and generation	speculation is rife
present incumbent	sterling qualities
presided at the punch bowl	stern reality
proud father	straight as a die
proud possessor	tendered his resignation
psychological moment	tidy sum
put in his appearance	to the tune of
rare treat	trip the light fantastic
rash act	vale of tears
received an ovation	wee, small hours
red-letter day	your humble servant
relieve the situation	

Flat statements

Many writers have a tendency to make flat statements concerning matters which are not known to be facts. One might write, "He *has no desire* to meet his obligations." If you were called upon to prove that statement, could you do it? A tempering of the allegation might read, "Our experience with him would seem to indicate that he has no desire to meet his obligations." This statement you could prove.

The sales manager of a large book concern makes every representative whom she trains eliminate the two words *always* and *never* from his vocabulary before she allows him to go on the road. She believes that these two words cause more trouble than any others in our language. Just about the time a person gets through saying, "I never do that," he turns around and

actually does it himself. If he says, "I always do this," he meets circumstances under which it is impossible for him to live up to his assertion. In saying *never* and *always*, one forgets that there are exceptions to all general courses of conduct and immediately finds himself in a box from which it is difficult to escape with dignity.

An oral test for high honors in banking is said to be a test not so much of your knowledge as of your conservatism. As soon as you say, "That stock is what I would recommend for purchase now," you are given types of customers for whom you must prove the stock desirable. One man said he changed his mind five times in five minutes about the merits of non-par-value stock. A conservative business person weighs his statements and prefaces them with *if* and *but* clauses. *I think, I believe, it seems*, or a similar expression tempers a bald statement.

Personal aversions

Words which you will *not* use in writing letters for your employer will be as interesting as those which you do. Nearly every writer has an aversion for certain words or expressions. Some of these are as amusing and as surprising as is the unaccountable inconsistency of a college professor's wife who beams when her husband calls her "Sweetness" but becomes enraged when he calls her "Honey."

The supervisor of a claim department always tells a new employee that the latter may write letters for the department just as soon as he learns that the theme song of the concern is not "I'm sorry, dear, so sorry, dear." This same supervisor refuses to sign any letter which has in it such words as *sorry* or *regret*. He says he wants to make his customers feel that he takes them out of the cry-baby class and regards them as reasonable human beings who realize that he is not deliberately trying to offend them. His first sentence usually explains the action which is being taken to rectify the error; the closing paragraph expresses a desire to know whether the adjustment has been satisfactory.

Though this man's attitude is extreme, elimination of these two hackneyed words, *sorry* and *regret*, certainly does give his letters a refreshing and original style.

The head of the correspondence department of a large bank never uses the word *we* in any letter. He believes in writing with the "you" point of view in mind and shows great ingenuity in the deft way in which he avoids the necessity for using the word Colonel Lindbergh made famous. A survey of the first lines of fifty business letters will probably convince you that his is a wise plan to follow, for you cannot fail to be impressed with the fact that too obviously "we" and not "you" (business people and not customers) are the center of interest in correspondence today. Shall we say, "Wee, wee, little pig went to market," and the "we" pigs have stayed in business ever since? Probably this nursery rhyme had a "moral" to it which we missed in cradle days.

Figures of speech

A simile is a figure of speech which draws a comparison between two different things which have little real similarity. It is introduced by either *as* or *like*. Such comparison often makes a stronger statement, but similes may be employed with such extravagance that they become tiresome. We might laugh at a clever simile which we had made, but the reader would have to understand its significance in order to laugh with us. An employment agency worker might say, "Here is another man who expects a secretary, like Sherwin-Williams paint, 'to cover the earth'—and all for fifteen dollars a week!"

A metaphor is a figure of speech which likens one object to another by referring to the first as if it were the other. No conjunction is employed. "The employer fairly bristled when his secretary could not find the letter he gave her." Though one is not told that the employer is being likened to an animal which shows its anger by the change which takes place in the physical appearance of its coating, the impression of an uncontrollable

display of anger is conveyed to the reader by the word *bristled*.

More frequent use of figures of speech in business writing might be made, but one must always avoid the danger of becoming poetic or dramatic. The Bible is a splendid example of strong writing in which simile and metaphor have been freely employed to aid in effective expression.

Expressions to be avoided

Though not all of the following examples of poor business English are actually wrong grammatically, or wrong in every construction, they are commonly used incorrectly.

OPENING SENTENCES

POOR: I want to tell you all about our new motor oils.

Note: Why need you say you *want* to do a thing when you are immediately going to do it? Your reader will scarcely suspect that you are telling him for any reason other than desire. Your too obvious effort to impress him that you are not compelled to write the letter might arouse his suspicions as to your freedom of action in other matters. Aside from this, the customer is interested not in *your wants*, but in *his own*.

Better: Do you know all about our new motor oils?

Similar expressions to be avoided:

I wish to say

I desire to thank you

POOR: Upon receipt of your recent letter, we made a careful investigation.

Note: The use of *your recent letter* gives the reader no definite date of the letter which you are answering. Filing references should always be explicit.

Better: Upon receipt of your letter of March 9, we made a careful investigation.

Similar expressions to be avoided:

your letter

your last letter

your communication

at the earliest possible moment

in the near future
at an early date
sometime
some day
as soon as possible
in response to your recent inquiry

POOR: We beg to state that your account is long past due.

Similar expressions to be avoided:

we beg to advise
we beg to submit

POOR: We thank you for your remittance.

Note: Letters should be written from the customer's angle. Why begin a letter with a word which accentuates the fact that you are writing from your own angle?

Better: Thank you for your remittance.

POOR: We have your letter of the 13th inst.

Note: The forms *ultimo*, *instant*, and *proximo* are no longer used. Always use the definite date.

POOR: Your kind letter was a great help to us in correcting the error.

Note: A letter cannot be *kind*. Kindness is a matter of volition, which may be attributed to a person, not to a letter (nor to a toilet soap—notwithstanding the advertising we have to the contrary).

Similar expressions to be avoided:

your kind order
your kind favor
your kind attention

POOR: Your favor of March 9 is just the kind of letter we like to receive.

Note: A letter is not a *favor*. The word has a flavor of insincerity, because it indicates that you are trying to attach a greater degree of importance to the letter than is called for by most business correspondence.

Better: Your letter of March 9 gives just the kind of information we like to receive.

Similar expressions to be avoided:

- your favored order
- your kind favor
- our favor of yesterday's date

POOR: We received your letter of March 9.

Note: If you answer a letter, it is quite evident that you have received it. The only time this sentence might be used correctly is in an instance when the writer did not expect you to get his letter.

Examples of correct acknowledgment of receipt:

- Your letter written to Mr. James Grant has just been handed to me.
- Your letter directed to our Accounting Department has been brought to my attention.

POOR: If you will remember, I told Mr. Wilson we could extend no more credit.

Note: *Will* used in this sense indicates that the person might have no desire to remember. The matter of desire should be eliminated, and you should act on the presumption that the man has an excellent memory.

Better: As you remember, I told Mr. Wilson we could extend no more credit.

POOR: You can probably clear up the trouble we are having with your account.

Note: The sentence does not sound as though you were very much convinced yourself of the man's ability.

Better: Please help us in clearing up a little difficulty that we are having with your account.

POOR: Your letter received and contents noted.

Note: Never give any reader an impression that you do not read your letters carefully.

POOR: Allow me to express my regret that your order was not satisfactory.

Note: This sentence indicates that expressing a regret is a privilege, which must be granted you by the reader. A letter to a dissatisfied customer should offer constructive help, if possible, in the first sentence.

Similar expressions to be avoided:

kindly let me express my regret
may I express my regret

POOR: We take pleasure in sending you this booklet.

Note: Letters sent to customers should not be chiefly concerned with *your* pleasure.

Better: You will find pleasure in reading this booklet.

Similar expressions to be avoided:

we shall be pleased
we are happy
we are glad

POOR: I want you to believe me when I tell you that our goods are first-class.

Note: Why even insinuate that a customer may doubt your word?

Similar expressions to be avoided:

believe me, your friend
I want to express my sincere thanks
we wish to assure you
our earnest desire

POOR: In compliance with your request, I am sending you our booklet.

Note: Not conversational.

Similar expressions to be avoided:

pursuant with your wishes
In accordance with your desires

POOR: I regret to say that your check has not been received.

Note: Just what is it that you regret? Is it the *saying* or is it the fact that you have not received the check?

Better: I regret that we have not received your check.

Similar expressions to be avoided:

I regret to inform you
it grieves me to report

CLOSING SENTENCES

POOR: Please reply by return mail.

Note: *Return mail* was used when boats and stagecoaches carried mail on an outgoing trip and collected replies on their return trip. Today our mail service is so speedy that few people in a business office ever see the mail carrier, much less have time to prepare replies to letters while he waits.

Similar expressions to be avoided:

this mail

return post

POOR: Stamped envelope is enclosed.

Note: The reader will know it is enclosed if he finds it in the envelope; if you forget it, the statement will not be true. The idea is not important enough for a complete sentence. You may indicate enclosures by writing the word, or the abbreviation *Encl.*, with the number of enclosures, beneath the dictator's and secretary's initials at the end of the letter.

Better: Please use the enclosed stamped envelope for your reply.

Or: The enclosed stamped envelope is designed for your convenience.

POOR: We hope the matter will be adjusted to your entire satisfaction.

Note: Business people should *think*, not *hope*.

Better: We are certain this adjustment will straighten the matter out to your complete satisfaction.

POOR: Hoping we may hear from you, we are

Note: Just what *are* you? *Are* means to exist. Business is supposed to be progressive; that is, characterized by something more than the passive attitude expressed in the words *we are*. The open type of closing necessitates the use of a participle, which is one of the weak constructions in our language. The particular word *hope* is scarcely strong enough to reflect the spirit demanded by business. Aside from the three reasons just given, the sentence is poor, also, because it necessitates the use of two *we's*.

Better: May we hear from you this week?

Similar expressions to be avoided:

Trusting we may be of service, we are

Regretting our inability to meet your demands, we remain

Thanking you for your attention in this matter, I am

POOR: We thank you in advance for your attention to this matter.

Note: Never anticipate a courtesy. It is your duty to acknowledge every attention that is given to your business. You should ask for the attention, not thank the person for it.

Better: Please give this matter your personal attention.

Poor: This will probably clear up the trouble.

Note: Such a statement closes the customer's avenue of approach whether the solution is effective or not.

Better: If this does not clear up the trouble, do not hesitate to write us again.

Strong business phrases

The following expressions have been garnered from approximately a thousand good business letters and may help you to avoid some of the pitfalls of stereotyped business writing.

OPENING SENTENCES

We are sending you, in response to your request of March 9, our complete catalogue. (*Subordinates the date of request.*)

The following report will answer the questions which you ask in your letter of March 9: (*Introduces a condensed report and at the same time subordinates the reference to the date of inquiry, which is included for the reader's convenience.*)

We apologize for our neglect in not acknowledging your order of May 9. (*It always gives a person confidence in a firm to know that its failings are acknowledged. Courage is required to write such a sentence without adding a "but" clause as an alibi.*)

Please pardon our delay in replying to your letter of May 9. (*Avoids the overuse of "I am sorry."*)

My attention has been called to the unpaid balance on your account. (*Indicates that the overdue account has become outstanding enough to be taken out of the regular channels for collection.*)

We have been able to secure the rug which you desire. (*Avoids the necessity for saying, "We are glad to inform you."*)

We have entered your order of May 9. (*Avoids "We have received your order."*)

You will want to see our new line of silks because they represent values which attract the spring purchaser. (*Avoids saying "We want you to see."*)

This letter confirms our telephone conversation of today. (*A paragraph like this forms a sort of title for the main part of the letter. It eliminates the necessity for beginning the letter with "Confirming," which is a weak construction.*)

Please record our order for the immediate shipment of one Nonstatic Radio. (*Avoids "Kindly send us."*)

We are of necessity compelled to ask for payment of your account, which now totals \$101.86. (*Avoids "We regret that we must call your attention to the fact that your account is long past due."*)

Mr. James Robbins tells me that you are interested in our radios. (*Avoids "We are advised by."*)

You are correct in your understanding that we sell only high-grade merchandise. (*Agree with the customer whenever possible.*)

The July issue of the *World's Work* contains an article which will be of interest to you. (*Avoids "we" and appeals to interest. Much better than to say "We want you to read an article in the July issue of the World's Work."*)

You surprise me when you write that you have not yet received your insurance policy. (*Avoids "Your letter received and contents noted."*)

The attached check covers our bills of May 9 and May 17. (*Avoids "My check is attached hereto." Subordinates the dates of the bills.*)

CLOSING SENTENCES

Shall we send a substitute or mail you a refund? (*Gives the customer a choice.*)

If you know of any reason why this claim should not be allowed, telephone us at once at our expense. (*Outlines a definite course of action.*)

We suggest that you might get the bumper for your car at the Snyder Auto Wrecking Company in your city. (*Shows a spirit of helpfulness, even though you cannot supply the bumper yourselves. Usually creates good will for a firm, both with the customer and with the company recommended.*)

Thank you for your letter of May 9, which directs our attention to the nondelivery of your morris chair. (*Begins with a note of thanks rather than of regret. Much of an angry customer's indignation is dispelled by referring to his complaints as favors which he has rendered to your house.*)

We urge your coöperation in this matter. (*People usually like to work with others, and feel happy to know their coöperation is worthy of being requested.*)

Naturally we regret the occurrence; thank you for bringing it to our attention. (*Gives the reader credit for sense enough to know that you were not deliberate in your omission, and at the same time thanks him for his courtesy.*)

Simply use the enclosed blank for your reply. (*Gives the impression that action will be easy.*)

May we have from you an expression of your needs? (*Avoids "Kindly let us know."*)

May we have your coöperation in getting this account straightened out? (*Question indicates that you expect an answer in the line of co-operation.*)

Won't you let us have the pleasure of serving you? (*Business should always keep the service ideal foremost in its writing.*)

Thank you for the very pleasant statements contained in your letter. (*Natural expression of appreciation of a compliment.*)

A prompt answer in the accompanying stamped and addressed envelope will assist us in clearing up this matter. (*Subordinated reference to the accompanying envelope does away with the use of the word "enclosed."*)

Thank you for your questions. (*Relieves the person of a feeling that questions are impertinent.*)

Shall we send details? (*A short sentence tending to impel action because it so obviously demands an answer.*)

We have been slow in taking action on this account, and deeply regret the necessity which now obliges us to do so. (*Devoid of resentment, even in an extreme case.*)

We offer our services and advice to you. (*Avoids "We hope we may be of service to you."*)

With your permission, we shall request our representative to call at

your office to let you see our new line of silks. (*Offers to grant a favor rather than asks one.*)

We take this opportunity to thank you for your business during the past year. (*Avoids "We wish to express to you our appreciation."*)

The catalogue which you will receive in a large blue envelope will list our offerings. (*Avoids "under separate cover."*)

May your future experience fully confirm the wisdom of your decision. (*Avoids "We hope this will be the beginning of long and prosperous business relations."*)

Synonyms, antonyms, and homonyms

Synonyms are words having similar meanings; antonyms are words having opposite meanings; and homonyms are words which are pronounced alike, or similarly, but which have different meanings. Each word in the dictionary which has a common synonym or antonym will have such forms listed at the end of the definition under the abbreviations *Syn.* and *Ant.* Some unabridged dictionaries have a long list of synonyms given at the end of the book. Since the appearance of the cross-word puzzle, numerous books of synonyms have been prepared. Any study of these words will be valuable to a secretary.

A dictator often uses the same word a number of times. By choosing a synonym or the negative form of an antonym, you will often, in transcribing, be able to correct such repetition.

Synonym: attention, regard, notice

Negative form of antonym: authentic; not false

Great care must be taken in the use of synonyms, because words whose meanings are generally the same may have different connotations, determined by current usage. For instance, the secretary who changed "Can't be seen with the *naked* eye" to "Can't be seen with the *nude* eye" was not well acquainted with synonyms.

Synonyms worthy of study

Because synonyms rarely have exactly the same meaning, or

the same scope of meaning, secretaries make glaring errors in their choice of these words. Probably the greatest number of changes which you will be able to make in dictated letters will be in the elimination of repeated words. Frequent recourse to synonyms makes it necessary that you recognize shades of difference in meaning in such words as those contained in the following groups:

business, calling, employment, job, occupation, profession, pursuit, trade, vocation

big, colossal, great, gigantic, huge, immense, enormous, large, monstrous, vast, tremendous

believe, fancy, guess, imagine, mistrust, suppose, suspect, think

balance, remainder, rest, residue, surplus, remnant

aggravate, annoy, irritate, provoke, exasperate, tantalize

assert, claim, maintain

proposal, proposition, project, task

answer, reply, respond, retort

assent, consent, approve, agree, concur, accede, acquiesce, subscribe

ability, capacity, capability, proficiency, competency, skill, power

center, middle, intermediate, medium, midst, median

force, strength, power, might, potency

diligence, industry, application, perseverance, activity

education, instruction, training, drill, schooling, culture, discipline

forgive, pardon, excuse, absolve

freedom, liberty, independence, license, privilege, permission

eager, earnest, fervent, ardent, zealous, greedy, avid, impatient

list, catalogue, register, enroll, index, tabulate

pleasure, happiness, gratification, enjoyment, delight, joy

persuade, convince, induce, influence, prevail on, urge, coax

system, method, plan, order, arrangement, organization

wonderful, marvelous, miraculous, amazing

want, need, require, desire, lack

delay, defer, postpone, procrastinate, prolong

enemy, foe, adversary, opponent, antagonist, competitor

acquire, obtain, gain, win, earn

examination, search, inquiry, research, investigation, scrutiny

acknowledge, confess, admit, own, recognize, profess
admit, permit, allow
actual, real, true, genuine, positive
divide, separate, distinguish
try, attempt, endeavor, strive, seek
sufficient, enough, adequate, ample, abundant
whole, entire, complete
trust, credit, faith, confidence
teach, learn, absorb
custom, habit, policy, course

Antonyms worthy of study

An antonym is usually more effective than a negative used with a positive word. Instead of saying *not necessary*, one can usually say *unnecessary*, though a shade of meaning sometimes makes this antonym express a slightly different idea. For instance, "*Your help is not necessary*" may be used to imply that the writer does not wish to inconvenience you by accepting your help; the use of *unnecessary* in the same sentence might give an impression that proffered help is spurned.

Secretaries seem convinced that synonyms are valuable, but they are not so well acquainted with use of antonyms. Spend a little time on this neglected group of words; study of them will enable you to change a negative statement to a positive one, or to avoid repetition when no synonym can be found for a word you want to eliminate.

accept—refuse, decline, deny
doubt—believe, trust, credit
remain—withdraw, leave, depart, quit, retire, vanish
retain—deliver, give, hand over
similar—diverse, different, distinct, unlike
grow—decrease, diminish, waste, dwindle
uneven—even, plain, level, smooth
definite—indefinite, vague, uncertain, loose, lax
useless—necessary, needful, expedient, essential, requisite, indispensable.

Homonyms worthy of study

A homonym is a word having the same sound as another, but differing from it in meaning. Many secretaries have trouble with the two words *principle* and *principal*, yet, if the words are carefully studied, no confusion in their respective uses can occur.

principle (noun): a law or code of conduct; a rule.

It is the *principle* of the thing that bothers me.

His *principles* are below business standards.

Learn the *principles* of letter writing.

principal (noun or adjective): the main, important, head, or basic thing.

The school *principal* was there. (Noun)

What is the amount of *principal* and interest due on the note?
(Noun)

That is the *principal* cause of failure. (Adjective)

Equally often misused, although possibly not homonyms, strictly speaking, are *affect* and *effect*.

affect (verb): to change.

The heat does not *affect* our plans.

effect (verb): to bring about.

We shall try to *effect* a change in the rules.

affect is never a noun.

effect (noun): a result.

What is the *effect* of the change in time?

effects (noun): plural only, used to indicate personal belongings.

Gather up your effects.

Transcripts turned in by employed secretaries reveal the following words frequently misused:

formerly, formally

there, their, they're

here, hear

accept, except

waist, waste

advice, advise

canvas, canvass

capital, capitol

cite, sight, site

counsel, council

air, heir, ere, e'er

area, aria

absents, absence

to, too, two

emerge, immerge	guarantee, guaranty
eminent, imminent	pair, pear, pare
great, grate	sail, sale
creak, creek	roll, rôle
die, dye	sole, soul
liable, libel	straight, strait
insight, incite	serge, surge
profit, prophet	wear, ware, where
physic, physique	vain, vein, vane
passed, past	tear, tare
later, latter	no, know
loose, lose	elicit, illicit
choose, chose	dear, deer
personal, personnel	assent, ascent
persecute, prosecute	alter, altar
présents, presence	stationery, stationary
immigrant, emigrant	calendar, calender
forth, fourth	

Of course it must not be supposed that both words in a pair of homonyms will be equally misused, or that any one will be misused in all of its meanings. For example, *to* and *two* are seldom misspelled, but *too* is frequently misused. This tendency should warn you to look up all of the various uses of each word.

Special meanings of words

Some words have come to have attached to them special meanings when used in certain senses. A popular song may so color the common conception of a word which has previously been considered in good usage that the word should be avoided. Slang, semivulgarity, and common usage of a word in a restricted sense may make it wise to avoid employment of a specific word. For example, *cheap* and *inexpensive* really are synonyms which might be used interchangeably were it not that we have come to regard *cheap* as meaning inferior in quality. Consequently, in describing goods which he has for sale, one would certainly say they were inexpensive rather than cheap. Likewise, *free* might be

substituted for *liberal* in the sentence, "He is liberal with his money." Because the word *free*, however, has come to be associated in the public mind with lavish spending, this common conception makes it desirable to avoid using the word.

Egotism

Do not overwork the pronouns *I* and *we* any more than you would the conjunction *and* or any other word. Letters should usually be written from the "you" angle and not from a personal point of view. However, omission of all reference to self is wrong. Harry C. Spillman in his book, *Making the Business Speech Effective*, points out that an individual's own experiences are the things which he has to contribute to the world, and he should not shirk telling them. It is much more interesting and effective to say, "I felt enthusiastic over the book," than to say that a "certain young man" felt enthusiastic over it. Mr. Spillman also writes that it is not necessary to say, "Pardon a personal reference." If you are giving a person what he wants to hear, you are doing nothing which needs to be pardoned; if you talk about yourself to the exclusion of all other subjects, you are a bore and do not deserve pardon. In the correction of your employer's letters, maintain a sane balance concerning references to *I* and *we*.

Placement of words

After you have chosen the word which will best convey your meaning, the next thing to do is to place it in the sentence where it will be effective. Many words lose their power simply as a result of poor word sequence. Especially unfortunate are those sentences which contain disagreeable alliteration. "The car is a *blue black*," might be better written, "The car is black with a bluish cast." "Several splendid specimens" would make almost any reader lisp.

The elements of a sentence are best arranged in their natural or logical order, not awkwardly or carelessly separated. A dang-

ling phrase or clause is especially ineffective. You have laughed at such sentences as, "Man dies digging garden with a wooden leg," but would you notice the same type of error if someone dictated, "Wanted—Boy to deliver fish who can ride a bicycle"? Acquaintance with foreign-language sequence makes some people employ awkward phrasing. "There were frequently men there," instead of, "Frequently men were there," is one example of foreign arrangement. Probably a foreign secretary can be most quickly detected by the manner in which she changes split infinitives. For instance, she may object to the sentence: "I do not like to obstinately insist that we must get the goods as ordered." She will then close the infinitive but will say, "I do not like obstinately to insist." To most writers foreign arrangement is much more objectionable than the split infinitive.

Unusual words

The test of a good writer is not the number of unusual words which he knows, but his command of common words which everyone understands. Doubtless many unusual words in our language would exactly express our ideas, but use of them in business might be far from wise, because people dislike to use a dictionary to interpret a letter. For example, the word *sycophant* was used in a business article, and a reader asked four college graduates its meaning, but they did not know. After the reader had looked up the word, twenty-five people were asked its meaning. Only one, a secretary who was a high school graduate with a commercial school training, knew the word. We have all felt a need for this priceless gem of the English language to express our opinions of certain people in offices; yet the fact that a group of college-trained business people did not know the word is a clear indication that *sycophant* does not convey any meaning to the average person.

William Howard Taft was much admired for his consistent use of common words. It was said that he made a studied effort to avoid all unusual words, but he could not be said to have

had a dearth of vocabulary. We sit wrapped in admiration when such men as John B. Kennedy talk over the radio. Mr. Kennedy gives so much information in an allotted five minutes that a listener is quite willing to have the speech close in order that what has been said may be digested. His words are so well chosen that each phrase falls into its place with the greatest degree of precision. This enviable ability to express oneself clearly is reached only by deep study of a language. Certainly no secretary would be expected to have this command of English, but what a boon such an asset would be in trying to interpret and express the thoughts of an employer!

BOOKS THAT HELP IN CHOOSING WORDS

Roget's International Thesaurus of English Words and Phrases,

C. O. S. Mawson, Thomas Y. Crowell Company, New York.

Dictionary of Modern English Usage, H. W. Fowler, Oxford University Press, New York.

Synonyms and Antonyms, Allen, Harper & Brothers, New York.

The Reader's Handbook, Brewer, Lippincott, Philadelphia.

Everyday Words and Their Uses, Robert Palfrey Utter, Harper and Brothers, New York.

Words and Their Ways in English Speech, Greenough and Kittredge, The Macmillan Company, New York.

Familiar Quotations, John Bartlett, Little Brown and Company, Boston.

Gilmartin's Word Study (Second Revised Edition), Prentice-Hall, Inc., New York.

Concerning Words (Revised), J. E. Norwood, Prentice-Hall, Inc., New York.

CHAPTER TWENTY-THREE

Following Directions and Using Secretarial Manuals

Our ideal will never be met with in life unless we have first achieved it within ourselves.—MAETERLINCK.

Success is doing your best.—DR. DANIEL A. POLING.

Difficulty in getting people to follow directions

"That girl simply won't do a thing I tell her to do." How often this complaint comes from the businessman! Much as we secretaries wish the charge were not true, we must acknowledge our guilt. This great human failing has not missed us as a class any more than it has missed other groups of American people.

A teacher says, "That class is so dull that fifty per cent of the members put their names in the wrong place on their tests." Then the principal calls teachers to a meeting and asks them to write their names across the top of a card. When the cards are gathered, it is found that half of the teachers have written their names lengthwise on the card. No one would accuse them of being *dull*, but their actions certainly indicate stupidity. In gathering data from businessmen, makers of questionnaires leave nothing ambiguous, but state each question clearly, with a space for the answer following. Even then results show a high percentage of errors.

Why do we have trouble in following directions? Probably our training has put too much emphasis on initiative and not enough on that less spectacular quality of implicit obedience. However, if you would be successful as a secretary, you must have a wholesome respect for law and order. You *may* and *should* "reason

why"; but in the final analysis, you must either "do or die." If you fall short of acceptability in your work, it will probably be because you are too careless in doing what you are requested to do. Blessed is the secretary whose employer never has to give another thought to an instruction after he has given it to her.

Inattention causes misunderstanding

When an employer gives you instructions, *listen* and *think*. Those instructions demand your undivided attention. While receiving instructions you must visualize what is going to be done. Then you can anticipate difficulties and ask questions to iron them out before it is too late. If, instead of taking note of what is being told you, you begin looking over your shorthand or engage in some other occupation, naturally you only half hear what is being said. When your employer is gone, a dozen questions arise in your mind, but you have lost your opportunity to consult him.

Very few people give complete directions, though they may think they are being very explicit. Sit a minute and think: "Have I all the information I need? Is that perfectly clear to me?" In this way you can force your employer to make his directions as clear to you as they are to him. If you rush right off after receiving a command, you may be compelled to return later and to disturb your employer with questions, or make yourself an office pest by asking information of others. People will usually give advice to you whether or not they know any more about the matter than you do. Later you will probably find that because of this free advice the work has been done wrong, and you are held responsible for the error.

Written and oral instructions

When you are given instructions which are to be relayed to another, write them out for the individual concerned. The latter's mind may be so preoccupied at the time you talk to him that he may fail to get the full content of your message. If you

say, "Mr. Jones wants you to make up the figures on that new contract for the City," and at the same time hand the man a slip of paper on which you have written:

Mr. Grant:

Please make up the figures on that new City contract for Mr. Jones before two o'clock tomorrow.

MJS

there is not much danger that the man will say he did not get the message. A carbon copy of this message may be put on your employer's desk. When instructions are of a long and somewhat involved nature, this custom enables your employer to pick up flaws in your interpretation of his instructions early enough to rectify them.

Instruction books

Many secretaries maintain a loose-leaf letter-sized book for the purpose of keeping memoranda of instructions. The first part of the book may be a schedule of routine of the day:

- 9:00 Wind the clock.
See that boy fills pens, brings fresh water for the Thermos pitcher, and cleans water glasses.
Dust typewriter.
Send out supply requisition.
- 9:10 Unlock files and safe.
See that all checks are listed and sent to cashier before 9:20.
Sort mail and get necessary data for answering it.
- 9:30 Have boy report absence of officers so arrangements can be made to take care of the work of absentees.
- 9:45 Send out broadcast of quotations for day to sales managers of all offices.
- 10:00 Keep free for dictation.
- 11:00 Make up the sales records for the previous day from wires received from all offices.
(Friday only) Send weekly wire to president, Mr. Graham.

12:00 Luncheon. Do not leave until Miss Gray arrives to do relief work.

(Continue the program by listing the duties scheduled for the afternoon.)

The second part of the book may be devoted to samples of filled-in forms supplemented by full instructions as to where to find the blanks, number of copies needed, disposal of each form, and points on which there is likelihood of making errors.

The third part of the book may contain general instructions which are to be in effect until they are replaced by others. Current instructions may follow this section and must always be removed or canceled when superseded by new orders. Some secretaries have their employers sign copies of instructions which they have given orally before putting them in the book. This practice verifies a clear interpretation of every matter involved.

An instruction book is an invaluable aid to any substitute who comes in to take your place for a day, or to the person who succeeds you in a position.

Necessity for standardization

Although hard and fast rules do have a tendency to reduce thinking to a minimum, it is very doubtful whether they tend to destroy initiative to any great extent. Anyone who has asked secretaries to follow a certain standard of practice knows that it is not the occasional person of outstanding initiative who disobeys these rules, but the great mass of those who are too lazy to learn or too careless to heed directions. Rules are generally broken, not because an individual has a conscientious objection to doing any one thing in a prescribed way, but because he does not have intelligence enough to reason out the practical value of standardization. Usually the only way business offices can get a group of secretaries to follow certain rules of procedure is by periodically checking the work and dismissing those who are not conforming.

Manuals of procedure

In nearly every large office you will be given a *stenographic manual*, which is either printed or mimeographed. These manuals present a compilation of the rules which the firm has found useful in eliminating a great number of errors and in lessening confusion when secretaries are transferred from one superior to another. For instance, it would be most disconcerting to be transferred for a day from a man who insisted on having all letters double-spaced to one who would accept nothing but a single-spaced letter, regardless of its length.

Whatever your personal opinion of this office manual may be, your first and only duty is to show that you have intelligence enough to follow implicitly. You are hired to do work for someone else, not to do that work as you would have it done. Your way may be perfectly correct in theory, but it will be absolutely wrong if your employer wishes the work done in another manner. Secretaries, like workers in other fields, seldom have the tact necessary to subordinate their own ideas to the good of a group.

Even such a simple matter as the proper manner in which to address a senator in a business letter was found, upon investigation of the work of eighteen English authorities, to center around four acceptable forms instead of one hard and fast rule; yet each of several people in an office maintained that his own opinion was correct. This example shows how difficult it is to be unquestionably right, especially in matters of form. Even your employer may not like all the forms given in the manual of procedure which his firm provides; but in a democracy the will of the majority rules, or at least the will of the *ruling majority*.

Making your own standards

In those offices where questions of form are left to the discretion of the workers themselves, most good secretaries are very happy not to be held down to the rules of others. However,

there is danger in having no standards against which to measure your work. You will find yourself doing work one way this time and another way the next unless you formulate your own set of rules. Writers usually follow a style manual in order to secure uniformity throughout an entire volume. For instance, they decide always to capitalize certain words, and not to capitalize others. In compiling a set of rules to follow, look up a reason for doing things in a certain way and check up on different authorities in order that you may have a basis upon which to defend your choice. The danger in having no rules was well expressed by one speedy secretary who, after working for several years, returned to a night school to brush up her shorthand theory. When her transcribed letters were returned to her with corrections the first night of school, she exclaimed: "I am amazed at these letters myself. While in school I used to place letters well, but when I got down to the office, they wrote them any old way, so I didn't bother much. I never realized how far I had strayed from good form until I saw all of those red marks and placement boxes drawn on my work."

How to gain a knowledge of correspondence

You have no right to a secretarial position unless you know the fundamentals of English and letter writing. If this knowledge were made a requisite for obtaining any secretarial work, many who are now holding jobs would be eliminated and the labor market would be cleared of a great number of inefficient people. It is not an uncommon experience for an employer to test out a dozen or more applicants without finding one who knows even the rudiments of correspondence. After trying several candidates, one woman exclaimed, "These girls have prepared themselves not for secretarial positions, but for positions as companions, and their spoken English is so poor they fail even in that capacity."

Variety of texts

Secretaries make a mistake in studying only one textbook on

English. A fairly complete text should always be on hand for ready reference to standard practices, but adhering to the ideas of one author alone tends to give a person a restricted viewpoint. Get a dozen books on English, not to study them but to read them as you would a magazine. This reading will give you a broad conception of the field; you will see that authorities themselves do not put equal emphasis on the same things. All texts emphasize outstanding business errors; finding these incorrect forms in different dress in a number of books will tend to stamp them indelibly upon your memory. The trouble with many a secretary is that she wants to learn from cover to cover every English book she reads. The result is that she does not read far into any book before she becomes tired and throws it aside. A secretary often finds, by superficial reading, that a well-written book on English is as interesting as a story.

Listing errors for which you must watch

Compile a list of those errors you commonly make and, more important still, list the errors your employer commonly makes. The practice will help to impress these failings on your mind so that you will detect them when you are taking dictation or transcribing. As you read through each new book, you will discover that different things are emphasized; these you will want to correct in your work. If you try to adopt all the suggestions, you will find you are revolutionizing your correspondence, which is never a good thing. As one girl said after reading an English text, "They tell you not to use so many words that there just aren't any words left." This excess of negative advice is unfortunately true of the majority of textbooks—they tell you what *not* to use, but fail to give you suitable substitutes. Many secretaries come out of school knowing that they should avoid *trust, hope, instant, beg, state, recent date, yours to hand*, and numerous other stereotyped words and phrases, but they do not know what to substitute for these expressions. Nevertheless, they criticize employers who use them. Try to supply a better

construction, but remember also that your employer knows his business and that age, even though it may develop undue conservatism, gives a man much valuable experience from which to draw his words.

Helping to construct or revise a manual

If you have shown outstanding ability in following the manual of your office and in writing good letters, you will probably be called upon to help in the planning of a new one. Manuals of most business offices could be considerably improved. Many of them, because they were constructed by men who were not stenographers themselves, lack practical secretarial helps.

Those men who have been fortunate enough to have had good secretaries have not felt the need to delve deeply into the field of good correspondence, because they have learned much by observation. You, as a secretary, however, must not rely on observation alone to give you a knowledge of correspondence. Wide and constant study of this field is your duty. You will not be expected to be an expert in engineering or dentistry, economics or manufacturing, but you will be held responsible for a thorough knowledge of English and of correspondence technique. This training fits you admirably for the task of constructing a secretarial manual.

Foreword

The foreword of a stenographic manual usually contains some idea of the setup of the organization and its methods of remuneration and promotion. A brief history of the company with its purpose often gives beginning secretaries or stenographers some idea of the firm with which they have secured employment. A removable sheet containing names of officers, a list of their general duties, their titles, and where they can be located in the building is especially valuable. A beginner may become very confused when trying to get acquainted in a large office. If someone on the telephone asks you to "get Mr. Smith at once," you do not know whether to look for him in the next office or in

the Empire State Building. A map showing locations of departments and of desks is of great assistance to new employees. If officers and key men cannot be included on one sheet, reserve this information for a separate bulletin. Such lists must be revised very often if they are to remain practical; a secretarial manual itself usually carries over a long period of time.

Discourses on secretarial qualifications

Often the manual of a firm contains a résumé of qualities which are considered to be important in that organization. This section may include the rules governing tardiness, sick leave, vacations, use of rest rooms, lunches, and general deportment. The résumé may be an extensive summing up of those virtues an employee should have, but more often it is just a plain statement of the firm's position on matters of office conduct.

Suggestions for training

Some offices maintain classes for their secretaries and stenographers, and others recommend schools which can aid employees in gaining necessary background or technical training. The attitude of the concern may be outlined in the manual. Occasionally firms pay tuition, or raise the salary of an employee by an amount equal to the tuition paid, when evidence is submitted showing satisfactory completion of approved courses. One Wall Street firm which followed this practice found that a number of its employees were unaware of its policy and had never received credit for the evening work they were doing.

Surely a good list of books should be included to aid secretaries in preparing for work in the organization. The list should include texts and magazines on the particular business in which the firm is engaged, as well as approved works on business English, bookkeeping, secretarial work, etiquette, filing, psychology, office training, and office management. The publisher and price of each book should be given because most secretaries do not know where to purchase technical books. They patronize

small libraries where the supply of works of this kind is limited. If the organization has its own library, its use must be explained.

Special duties

Special sections of the manual should be devoted to the firm's rules about opening and sorting mail; handling appointments; reception of callers; telephone supervision; dealing with telegrams, messengers, and expense accounts; filling out various office forms; and other routine work. Treatment of these duties will necessitate an extensive outlining of the company's policy and should anticipate any questions which a secretary would be likely to ask. You, as a secretary, can be of inestimable help in this part of the work if you try to recall the things which were new or puzzling to you when you first started work with this firm, or elsewhere. From your experience in answering the questions of other secretaries, you will be able to make valuable notes for use in compiling suggestions.

Suggestions for the setup of correspondence

No rules can be given for setting up the letter forms to be used in any office. A standard will have to be decided on by the heads of the committee which formulates the rules for your firm. A few of the general ideas listed in the following pages may suggest points that are worthy of consideration in determining a policy. Many of them, if adopted, would eliminate some disadvantages of manuals that have been compiled without consideration of the typists' angle.

The mechanical setup of a letter is of much importance in making office correspondence attractive. Often the form used will be largely determined by the type of letterhead in use. Always include typewritten specimens of the forms finally adopted. Most people learn best by seeing; that is, directions are hard to follow.

Include in the manual a note telling how you prefer to spell words which have two accepted forms, such as, *inclose, inclosure*;

enclose, enclosure; inquire, inquiry; enquire, enquiry; indorse, indorsement; endorse, endorsement; and other words which may cause a controversy. State clearly what dictionary you wish followed, especially if you are in a publishing company.

The observations cited under each part of a letter may help you to plan a form thoughtfully:

Carbon copies.—Before starting to write a letter, determine the number of carbon copies that will be required. (Many secretaries think about this matter after a letter is finished.) Would it be well to send a copy of this letter to a branch manager, a salesman, a department head, or someone else? Will more than one copy be required for the filing system, because several topics are covered by the letter? Holding a few extra copies in reserve is always better than not having enough. In making a large number of carbon copies, be sure to use thin carbon paper and to strike the typewriter keys evenly and sharply.*

Date.—Usually the date line should be written to space well with the general plan of the letterhead. If the street and the city address come on the right-hand side and are blocked, then you should block the date line under them. If the address lines are indented, the date line should have an equal indentation. If the names of the city and the state are printed near the center of the sheet, with a comma following them, the date should follow on the same line.

100 Broadway New York City January 15, 194-
100 Broadway, New York City, January 15, 194-
Catawissa, Pa., January 15, 194-

* The receiver of a business letter may find it especially helpful to know who else has received a copy of your letter. This notation is made at the bottom of the page, thus:

CC to Mr Jones
Mr Brown

If nothing guides you in its placement, write the date so that it comes even with the right-hand margin of the letter. Some secretaries use an arbitrary figure such as 35 or 40 on the marginal scale, depending on the length of the name of the month being written. Write the month in full, the figure for the day, a comma, and the figure for the year. Remember that *st*, *d*, *nd*, and *th* are put in a date only when the foreign, or inverted, order is used. This rule also holds true for dates used in the body of the letter.

Direct form: March 25, 194-.

Inverted form: The 25th of March, 194-.

In writing a letter to people or firms in a country where the customary foreign-language method of writing dates would make the inverted order easier for the receiver to read, it is courteous to use that form. In addressing an American house, the direct form of date is preferred. It is doubtful whether anything is gained by the "freak" date lines affected by some secretaries. The date is put on a letter for a utilitarian purpose and should not distract the attention of a reader from the main message. A file clerk uses the date in locating material and can generally read a direct form of date in the upper right-hand corner of a page much more quickly than an unusual form or one which must be looked for at the bottom or in the center of the sheet.

Margins

The length of a letter will determine the placing of marginal stops. If you have drawn a line in your notebook at the end of each letter, the approximate length of any letter can be determined by a glance at your shorthand notes. Letters of one hundred words or less look best double spaced. Double-spaced letters should be uniformly spaced throughout. Many firms standardize correspondence by using only single-spaced letters, a practice which is really a timesaver for the secretary. Single-spaced letters usually have double spacing between the paragraphs.

Letter forms

The blocked letter is used when speed is essential. Billing

letters and other straight stenographic communications are put in this form to insure a maximum of output. Secretarial letters may be written in indented form to give an impression of leisureliness and painstaking care. Improved tabulating devices on typewriters have made indentations easy to execute. On the machines which have a column selector, you need not return the carriage to the left-hand margin when indenting. As you are returning the carriage, you press the column selector key, which stops the machine at 10, 20, 30, or wherever you want to begin writing. On other machines you must return the carriage to the left-hand margin and then press the tabulator key to bring the machine back to the new writing point.

Addresses

After determining the type of letter form to be used, adjust the line-space gauge, the marginal stops, and the tabulator stops, and then move down at least two double spaces from the date line before beginning the address. A two-line address is permissible for an inside address, but never for an envelope. Unless an outside address is necessarily very long, be consistent and make the inside address conform to the address on the envelope. The state, if placed on a separate line, should be written in full. (One title is enough to use in addressing a person or firm; don't use *Dr.* and *M. D.*, *Mr.* and *President*, or *Messrs.* and *Co.*) If a title, such as *Vice-President*, is placed on a separate line in the address, another title should appear with the name on the first line. Numbered streets and avenues up to and including *Tenth* should be spelled out. Above *Tenth*, figures are used. Numbers of houses (with the possible exception of *One*) should be written in figures. Ten spaces is the usual indentation for the second line of a two-line address. If three lines are used, the second line may be indented ten spaces and the third line twenty; but, unless the first line is very long, this arrangement is likely to make the address look sprawled all the way across the sheet.

With long second and third lines, indent the second line only five spaces and the third line ten.

Examples:

The First National Old Colony Corporation,
100 Broadway,
New York, N. Y.*

Dr. L. W. Turner,
11 Wall Street,
New York, N. Y.

James Smith, M. D.,
926 W. Vanderbilt Ave.,
Perth Amboy, New Jersey.

Dr. James Smith,
Paris,
Illinois.

Rev. A. W. Campbell,
916 West Street,
Philadelphia, Pa.

Mrs. Amy Keane,
One Fifth Avenue,
New York, N. Y.

James L. Brown, Ph. D.,
Vice-President,
Empire Corporation,
Newark, New Jersey.

Abbreviations

Be sure you know the correct abbreviations of the states. Do not abbreviate names of streets. *East, West, North, and South* may be abbreviated when they precede street names—never when they are the names of streets themselves. To secure artistic arrangement, decide whether to abbreviate or write in full the words *street, avenue, building, company, and corporation*. Discriminating use of abbreviation and indentation will prevent most addresses

* Zoning has been introduced in large cities to facilitate routing of mail to its proper section or branch post office. Note that the zone number is a part of the city address and should not have a comma before it (New York 18, N. Y.).

from looking inartistic because of variations in the lengths of lines. By using a little forethought, "saw-toothed" right-hand edges can be smoothed out.

Artistic lengths of lines

Miss Winifred E. Edwards,
150 W. Main Street,
Bloomsburg, Pa.

Inartistic lengths of lines

Miss Winifred E. Edwards,
150 W. Main St.,
Bloomsburg, Pennsylvania.

Attention items

In writing to a large firm it is often desirable to direct your letter to the attention of some individual. The question of where to place this line is not standardized in practice: some prefer it above the salutation; others, on the same line with the salutation; and still others, a line below. From its nature, it would seem that it should appear above the salutation as a part of the address. It is usually centered and often underscored.

ATTENTION: James R. Smith, Esq.,
Legal Department

Attention of Mr. A. M. Jones

Another line which is placed in different positions on a letter is the subject heading. Because it is really a part of the letter, it is often effectively placed a line below the salutation, and is thereby linked to the body of the letter. Subject titles are included for the convenience of readers and not for your own filing purposes. A title written for your filing use should be placed above or under the date, so that it will be in a position where the file clerk can see it conveniently. This filing title may be put only on the carbon copies, because the receiver of a letter seldom uses the same filing title that you have used. Such a title typed on a piece of paper inserted over the original will appear only on the carbon copies when the extra strip of paper is removed. When you answer letters containing a file number or title, it is courteous to refer to that number.

Subject Captions:
Your File #376141
Our order of March 5
European Tours

Salutations

In a business letter the salutation should always be followed by a colon; in a friendly letter a comma is used. Only the first word and the title with which you address the receiver should be capitalized.

Examples:

Dear Sir:

My dear Sir:

Dear friend James,

Dear Sirs is used instead of *Gentlemen* by English firms and by some conservative banking houses. A form sheet of all titles and salutations used in the United States Government correspondence is a good guide in addressing an occasional dignitary, though some authorities advise the use of *Dear Sir* for all business letters, regardless of the rank of the recipients.

PROPER MANNER OF ADDRESSING CORRESPONDENTS

Firm of men:

Brown Advertising Agency,
918 W. Fourth Street,
New York, N. Y.

Gentlemen:

Mixed group in which it seems advisable to recognize the women members:

National Republican Club,
54 W. 40th Street,
New York, N. Y.

Ladies and Gentlemen:

Firm of women:

Smith College,
Northampton, Mass.

Mesdames:

Note: Some writers prefer to use *Ladies* in all places where *Gentlemen* would be used in business writing, but the form *Mesdames* is more widely accepted for addressing a group of women. Milliners, clothiers, and other firms dealing with *fashion* products almost universally use the French form of salutation.

A man and his wife:

Mr. and Mrs. John Fisher,
2121 W. 280th Street,
New York, N. Y.

Dear Mr. and Mrs. Fisher:

Two unmarried women:

Misses Esther and Lona Kester,
Lightstreet Road,
Bloomsburg, Pa.

Ladies:

An unmarried woman:

Miss Aula Holter,
210 E. Fifth Street,
Bloomsburg, Pa.

Dear Madam:

or

Dear Miss Holter:

A married woman:

Mrs. O. B. Bennett,
Hamilton, N. Y.

Dear Madam:

or

Dear Mrs. Bennett:

A widow:

Mrs. John Smith,
or
Mrs. Della Smith,
1212 Fifth Avenue,
New York, N. Y.

Dear Madam:

A divorcee:

Mrs. Della Smith,
1212 Fifth Avenue,
New York, N. Y.

Dear Madam:

Two men:

Messrs. James Smith and Joe Robbins
1212 Fifth Avenue,
New York, N. Y.

Gentlemen:

The President of the United States:

Honorable Franklin D. Roosevelt,
The White House,
Washington, D. C.

Dear Sir:

Note: Sir and My dear Mr. President may be used in formal types of writing. Some form of respectfully is used in the complimentary closing. Business letters addressed to high officials should aim at quiet dignity rather than the ostentation used by those seeking political favor. If your correspondence is of a diplomatic nature, you should send to Washington for a style book to aid you in using correct titles.

The Vice-President of the United States:

Honorable John N. Garner,
Washington, D. C.

Dear Sir:

A senator:

Honorable Carter Glass,
The United States Senate,
Washington, D. C.

Dear Sir:

A representative:

Honorable William B. Bankhead
Speaker of the House of Representatives,
Washington, D. C.

Dear Sir:

A cabinet officer:

Honorable Henry Morgenthau, Jr.,
Secretary of the Treasury,
Washington, D. C.

Dear Sir:

A justice of the Supreme Court:

Honorable Charles Evans Hughes,
United States Supreme Court,
Washington, D. C.

Dear Sir:

A governor:

Honorable Herbert H. Lehman,
Governor of New York,
Albany, N. Y.

Dear Sir:

A mayor:

Honorable Fiorello H. La Guardia,
City Hall,
New York, N. Y.

Dear Sir:

Note: In formal types of writing, such as the submitting of petitions, the word *The* may precede *Honorable* in the address. The salutation may then be:

Mr. Senator; To the President; Your Excellency; or a similar formal introduction. The complimentary closing will be *Respectfully submitted*, . . .

Professional titles:

Note: Titles of educational distinction should always be correct, for it is embarrassing to a person to be accorded a title to which he has no right. The title *Professor* is one which is commonly misused. Until very recently, people connected with schools were considered, as a class, to be almost as conservative as foreigners in demanding recognition of titles. Such a wave of democracy has now spread over educational centers that many men prefer to be called *Mr.*, both by their classes and by their colleagues. Of course, business people will hardly follow this extreme when addressing mail to a college faculty, but there is no reason for becoming unduly excited over educational titles.

Chancellor Harry W. Chase,
New York University,
New York, N. Y.

Dear Sir:

Dean A. W. Taylor,
Graduate School of Business Administration,
New York University,
New York, N. Y.

Dear Sir:

Professor W. E. Spahr,
Department of Economics,
New York University,
New York, N. Y.

Dear Sir:

G. D. Plunkett, Sc. B.,
Department of Finance,
New York University,
New York, N. Y.

Dear Sir:

Note: If one has been granted a doctor's degree in anything, whether medicine, dentistry, education, finance, or any of the other numerous branches of study, it is permissible either to address him as *Dr.*, or to add his degree initials after his name. In a list where it is desirable to make a distinction between veterinarians, educators, surgeons, and chiropodists, it is wise to use the initials, but this distinction is not necessary in addressing the person himself.

Anna Y. Reed, Ph. D.
Lee W. Turner, D. D. S.
Wayne E. Turner, M. D.
L. C. Amidon, D. C. S.
Harry Emerson Fosdick, D. D.

Dr. Anna Y. Reed,
New York University,
New York, N. Y.

Dear Madam:

Religious titles:

Note: Members of religious orders are perhaps the most conservative of all American social groups, ranking next to the foreign diplomatic service. Titles should be carefully watched in writing to any member of a religious organization.

His Holiness, Pope Pius XII,
The Vatican,
Rome, Italy.

Most Holy Father:

His Eminence Cardinal Archbishop Spellman,
New York, N. Y.

Your Eminence:

The Right Reverend Monsignor Lavelle,
New York, N. Y.

Dear Monsignor Lavelle:

The Reverend Father Willenbrink,
Princeton, Minnesota.

Dear Father Willenbrink:

Reverend Brother Joseph,
St. John's Academy,
Brooklyn, N. Y.

Dear Brother Joseph:

Sister M. Eulalia,
Ursuline Academy,
Paolo, Kansas.

Dear Sister Eulalia:

The Right Reverend W. T. Manning,
Bishop of New York,
New York, N. Y.

Dear Bishop Manning:

The Reverend C. E. Bailey,
York, Pennsylvania.

Dear Mr. Bailey:

Rabbi Stephen S. Wise,
New York, N. Y.

Dear Dr. Wise:

Paragraphs

A double space should be made above and below the salutation in a single-spaced letter. If an indentation of ten spaces is used for paragraphs, line-space after the salutation and begin the paragraph directly below the finishing point of *Gentlemen:* or *Dear Sirs:*, because ten spaces are used in writing those salutations. The starting point for the paragraph can be reached by spacing once after *Dear Sir:*. Paragraph indentations should be uniform throughout. The body of a letter should always be uniformly spaced. If marginal stops are carefully adjusted, the bell will enable you to keep the right-hand margin fairly even.

Quotations and other centered items

Deep indentation makes quoted matter stand out clearly. Few secretaries take time to look over their notes in order to determine those parts which might be effectively centered. Often the ease with which a letter is read depends upon whether facts are buried in the reading matter of a paragraph or whether they are centered, indented, or tabulated, so that they can be comprehended at a glance.

Tabulations, which are often extremely effective in a letter, sometimes require boxings to emphasize certain parts. Various characters on the machine may be used to make these boxings—

the period, the hyphen, the quotation mark, the underscore, the *x*, the *o*, the oblique line, and the parenthesis. To make unbroken horizontal lines, strike the underscore very lightly. To make a vertical line, put the shift lock on and depress the apostrophe with force at the spot where you wish to begin. Turn the thumb wheel until the line is the desired length. Should the ink become dull, release the key and find a new space on the ribbon. In making any vertical boxing, keep the thumb of the left hand pressed tightly down on the space bar, and turn the cylinder with the right hand. This precaution will prevent the machine from spacing and will thus eliminate the danger of uneven lines which result from neglect to backspace correctly each time.

Additional pages

In letters of two or more pages, there is danger in marking a second sheet with only a figure 2, for the two pages of a letter may become separated. The recipient's name and the date of the letter will serve to identify second sheets. A balanced arrangement can be made by putting the name of the addressee on one side and the date of the letter on the other. Notice that no time is lost in centering this form of heading.

R. M. Jones Company—2

August 8, 1939

Try to carry over a fair portion of your letter to the second sheet. This may be accomplished by avoiding any writing on the last inch of the first sheet. Never put only the complimentary closing and signatures on a second sheet; at least two lines of the body of the letter must be forwarded.

Complimentary closings

Many secretaries begin all complimentary closings at 35 on the writing scale. However, this spacing may be varied to accord with the signature that follows. Capitalize only the first word of the closing and follow the latter with a comma.

Examples:

Yours truly,
Sincerely yours,
Very truly yours,

Business closings are: *Yours truly*, *Yours very truly*, and *Very truly yours*. In writing to a superior or a person of high position, or an older person to whom you wish to show respect, use *Respectfully yours*, or *Yours very respectfully*. *Sincerely yours*, *Cordially yours*, *Faithfully yours*, *Fraternally yours*, and similar closings are used to give a somewhat informal tone to the ending.

Make the complimentary closing a unit in itself, and not a part of the preceding paragraph. However, if the person dictating insists that you use the open closing, place no punctuation at the end of the line before the complimentary closing.

Example:

Trusting this meets with your approval, we are
Very truly yours,

Many authorities contend that a secretarial manual should contain no example of this weak type of closing, since it should be eliminated from business usage. We all agree to this in theory, but the secretary who has never worked for a man who insists on its use is indeed fortunate. A discourse against the open closing would make any secretarial manual of valuable assistance to you if you were trying to convince the person dictating that it was advisable to change his construction, or it would be valuable to you in defending the act if you had already taken the liberty of changing his wording. It is a sad experience to have the dictator think that you are ignorant if you do not know how to punctuate this antiquated type of closing paragraph.

Signatures

Always have a letter signed in ink. Be sure that you leave ample space (usually two double spaces) for the signature. The amount of space will depend, of course, on the size of your

employer's handwriting, but at least three single spaces must be left. Insufficient space can so cramp a signature that your correspondent may have trouble in verifying its genuineness by comparing it with the company's filed signature card.

When a letter is being written for a firm, the name of the firm may be typed above the signature. A double space below, the word *By* may appear where the signature of the person signing for the firm will be placed. In writing *By* you relieve the signer of individual responsibility for the contents of the letter, as this word clearly indicates that the signer is acting as the agent of his firm. Efforts to eliminate Latin forms from business correspondence have nearly succeeded in replacing the old form *Per* with the English word *By*.

Regardless of the penmanship of the person signing, signatures are likely to be hard to read. Most men are not consistently good writers, and their signatures fit into the description given by the son of a famous mill owner: "Dad gets an idea, writes the first three letters, and then finishes with a wavy line." Odd and poorly written signatures may easily be forged. Unless the name appears elsewhere in the letterhead, always type it under the signature. This practice will save needless searching on the part of the person answering the letter. An extreme example of the danger of a poorly written signature was furnished by the secretary of a school board, who ordered books and did not type his name on the order. No one in the book company could read his signature, and it did not appear on the letterhead. The supervisor of the shipping department clipped the signature from the order, pasted it on the books, and mailed them out. Local post-office employees identified the signature and delivered the books. Uncle Sam's boys are uncommonly clever at times, so as a last resort, you might suggest this method as one to be employed in locating the writer of an illegible signature.

The title of the signer should be typed under his name, if this title does not appear in the letterhead. Unless departmental stationery is used, departments in a large organization may be

designated. If the department is to be mentioned, it should be typed under the signature also.

- (1) Yours truly,
 GRAHAM AND NELSON
 (Signature of E. H. Nelson)
 President

Note: Letterhead carries names of partners.

- (2) Yours truly,
 GRAHAM AND NELSON
 By (Cashier's signature)
 M. B. Grant, Cashier
- (3) Very truly yours,
 GRAHAM AND NELSON
 (Manager's signature)
 D. H. Dell, Manager,
 Collection Department

Annotation

An annotation should be typed one space below the title following the signature. Many types of annotations are used, but one general rule covers them all. The dictator's initials precede those of the stenographer.

Examples:

BCT:SMM
BCT/SMM
BCT-SMM
BCT—SM
Bernard C. Taylor—SMM

Because writing of the annotation becomes automatic, the first form of annotation has an advantage in that the shift lock on the typewriter can be locked and the entire annotation written as one word. The other forms necessitate shifting to write the dividing character. Because a colon indicates equality many firms use

the first form of annotation to indicate equality of responsibility for the letter. The author has a personal aversion to lower case initials for a secretary because she believes any honest stenographer will want to assume full responsibility for any errors which may creep into her correspondence. If the person dictating is also the signer of the letter, the name written in full in the annotation makes it unnecessary to type it under the signature. Putting the full name in the annotation in this manner may be an advantage if names of titles and departments which are typed under the signature are very long.

Yours very truly,

GRAHAM AND COMPANY

(Mr. Taylor's signature)

Vice-President and General Manager,

Statistical and Sales Departments

Bernard C. Taylor—SMM

Where a man signs letters that he does not dictate, it is sometimes wise to conceal this fact by omitting the annotation from the original copy. This is done by typing the initials on a sheet of paper placed over the original; the annotation then will appear on the carbon copies only.

Enclosures

As soon as you have typed the annotation, read through your letter for mistakes. If you form this habit of checking over your work, your letters will usually be free from typographical errors. As you read through the letter, note the number of enclosures. A single space below the annotation, write *Encl.* to indicate that you will have one enclosure. *Encl.*—2 will indicate two enclosures. (Use *Incl.* if *inclosure* is your preferred form of spelling.)

Postscripts

Place a postscript about two spaces below the annotation. Begin at the left-hand margin, writing *P. S.* The postscript

may include something that has been forgotten in the body of the letter, or some thought that the writer wishes to emphasize in the reader's mind by placing it outside the letter proper. Secretaries could often make more use of the postscript if they gave it a little thought. In a busy office, it is very annoying for a man to have to wait for a letter to be rewritten in order that it may include information received subsequent to dictation or that it may include some one thought which he neglected to mention while dictating. In many letters such additions can be made advantageously in a postscript. Men frequently prefer to add a postscript in handwriting; they think it gives the letter a personal touch. These additions should be written on the carbon copies also, if they are not of a wholly personal and extraneous nature. The dictator's name or initials should be signed in *ink*.

Corrections

If your employer must make corrections, in your letter, try to get him to do this in pencil. Usually pencil corrections can be erased and the correction can be so neatly made on the typewriter as to preserve a neat-looking letter. Some men have a habit, which is very annoying to a careful secretary, of sending out a letter with corrections marked on it in ink. Such a method of revision spoils the appearance of the letter, but many men insist that they do not have time to wait for the page to be rewritten. Sometimes you can persuade your employer to attach his signature to a blank sheet of paper. If the signature is in the same position as that on the original sheet, you can recopy the page after he has departed for the day.

Consistency an evidence of secretarial intelligence

The foregoing points are cited to aid you in thinking about letter forms and must not be taken as rules which cover all good letter writing. If your employer favors any special form, or if a firm has compiled a manual for setting up correspondence, the only thing for you to do is to follow that form accurately—and at all times. Most secretaries are not consistently careful workers;

they may follow a form well a few times, but sooner or later they wander away from it. The dictator who wants the word **ATTENTION** written in capital letters will become exasperated at finding this practice not uniformly followed. Though an employer is seldom so heartless as to make a busy secretary recopy a letter each time it varies slightly from given directions, he may become very much annoyed by continued repetition of the same error. Such minor matters may mean nothing to you, as a secretary, but they often impress your employer as evidence that you are not a consistently careful worker.

BOOKS THAT HELP IN DECIDING ON LETTER FORMS

Gregg Typing (College Edition), SoRelle and Smith, The Gregg Publishing Company, New York.

Principles and Methods in Typewriting, R. F. Webb, Prentice-Hall, Inc., New York.

Essentials of Expert Typewriting, Fritz and Eldridge, American Book Company, New York.

Practical Course in Touch Typewriting, Charles E. Smith, Isaac Pitman & Sons, New York.

New Intensive Typing, Ross and Reigner, The H. M. Rowe Company, Baltimore.

Typewriting Manual, Peirce School, Philadelphia, Pa.

STANDARDS FOR CORRECT ADDRESSES

Style Book for Writers and Editors, Mawson, Thomas Y. Crowell Co., New York.

Titles; A Guide to the Right Use of British Titles and Honours, A. and C. Black, Ltd., London.

Social Washington, Anne Squire, B. S. Adams, 512 11th Street, Washington, D. C.

Style Book, United States Government Printing Office, Washington.

The Secretary's Handbook, Taintor and Monroe, The Macmillan Company, New York.

CHAPTER TWENTY-FOUR

Content and Form of Letters

I do not agree with anything you say, but I will fight to the death for your right to say it.—VOLTAIRE.

When I read your letters, I hear you talk.—COWPER.

Personal character of letters

A common criticism which the businessman levels at his secretary is that she cannot put his own style into letters which she writes for his signature. "The letters lack individuality and life—in fact they are much like form letters chosen to fit the occasion." Let us face this criticism fairly and see just why we cannot submerge our personality into that of our employer to an extent sufficient to enable us to write his letters for him.

Looking over good letters, we must be impressed with the fact that each is a very personal thing. Even though a similar message is to be conveyed to two people, it is scarcely safe to write identical letters to both of them. Differences in personalities make it imperative that one should give definite attention to the individual's tastes before writing him. Your employer's attitude toward a certain correspondent also may be reserved, while his ease in working with you as his secretary may have made him quite companionable. Between your employer and that correspondent a restrained attitude will have to be maintained or the letter you write will have a false note. In writing to "that delightful Mr. Smith," you will have to remember that your letter is addressed to a man whose friendly attitude toward the firm your employer distrusts. Looking at the man from your employer's viewpoint will naturally make you careful not to commit the firm in any way.

The secretary to the president of a large corporation writes nearly all of her employer's letters. People often comment: "Isn't that remark just like the old fox? His letters are the keenest things one could hope to read." Close acquaintanceship with the woman who was so cleverly masking her individuality permitted us to ask the secret of her success. Her belief was that the confidence which this old man reposed in her was the key of her understanding. She said: "Whenever a caller leaves, Mr. B. will quite frankly tell me what he thinks of the man and often will give a little outline of his acquaintance with him. Naturally I am interested. After a stranger comes in, Mr. B. usually looks at me quizzically and asks what I think of that man. This habit of his has taught me to observe office callers. We may not always agree on a person; but, at least, I am aware that my employer has very definite opinions of him. This complete understanding of his appraisal of people helps me to write to them from his angle."

Development of your employer's personal characteristics in writing cannot be effected in a day. In acquiring this almost intangible ability, you will find help in studying your employer's vocabulary, his dictated letters, the individual letters he receives, and his conversation with correspondents, whether in the office or over the telephone.

Acquaintance with correspondents

If office guests are introduced to you and you are given an opportunity to listen to office conversation, you should find it easy to insert a personal touch into business letters. A joke may even be made of some point previously discussed. Individual interests may be followed and judiciously referred to in a letter. However, this practice becomes nearly impossible if your office is in a room apart from that of your employer, or if your employer regards you as a menial servant who is not worthy of being introduced to callers.

No secretary has the right to feel it incumbent upon her superior

to see that she is given a formal introduction to every stranger who happens to call; indeed, some callers have so exalted an opinion of themselves that they would feel insulted if your employer were to attempt such an introduction. However, any possibility of offense may be avoided through an easy and matter-of-fact pronunciation of both names (yours and the caller's) when you happen to be drawn into the conversation. Such an introduction will often serve to make it possible for you to relieve your employer of much work. In a paper given by a businessman, this value was clearly brought out in these words:

My pleasure and gratitude for her loyal and able coöperation prompted me, quite unthinkingly, to freely express to my customers my appreciation of her. Their reactions taught me I was benefiting myself in doing this. The customers liked and respected Miss Smith; many of them were her friends. That I had the discernment to appreciate her fine qualities raised me in their estimation. I also found that in praising her, I was indirectly commending myself and the resources of my establishment. It is a natural inference that a high-class firm will employ only a high type of secretary, and that a high type of secretary will accept employment only in a high-class office. Therefore, in increasing the prestige of my secretary, I was raising my own status. My expressions of appreciation also had considerable value in reënforcing Miss Smith's authority in the execution of her responsibilities. The customers felt that if I had such complete faith in her judgment and character, they also could rely upon them without question. The benefit of this, in view of the character and scope of the executive secretary's duties, is obvious.

Secretaries are usually resentful if employers do not, as pointed out above, introduce them as coworkers. Nevertheless, one has only to observe a number of secretaries to realize that one very vital reason is behind some men's deliberate neglect of this important courtesy. We might as well be brutally frank here, because employers find it hard to explain this matter to an offender. *Not all secretaries have learned to listen.*

You would soon notice if your mother, upon being introduced

to one of your friends, spent much of a valuable afternoon in conversing with him on subjects in which neither you nor your guest had any interest. Such selfishness would be almost as embarrassing as to have her skulk around in other parts of the house when someone called at your home. The same spirit of comradeship that pervades your home should prevail in an office. You should not be compelled to slink about the office as an intruder might, nor should you monopolize the conversation simply because your employer has been courteous enough to introduce you to his caller. When presented to your employer's guests, acknowledge the introduction with a friendly and unembarrassed, "How do you do," or "Good morning," and then continue with your work. Always remember that the caller is primarily interested in your employer and that any contribution you may make to the conversation should be directed through your employer or, in any event, should include him. Only in case your employer must withdraw from the conversation is it permissible for you to assume a positive rôle.

Extraneous thoughts in writing

The inclusion of extraneous thoughts in writing business letters is one of the brightening contributions to dull routine. If you have heard a customer talking to your employer about a play, it would be thoughtful to include a clipping of a review which coincided with his views of the play. A good joke which pertains to one of their previous conversations is always a fairly safe bet. Solid matter, such as editorials and trade articles, is very interesting. Extraneous enclosures show a consideration for the person's tastes and are therefore likely to be flattering and appreciated.

A remarkable friendship was developed between a certain branch office and its home office because in writing a résumé of conditions in Cleveland for the week, the secretary inserted the following: "If this report sounds *flighty*, it is due to environ-

ment. Cleveland is so much *up in the air* this week that it is quite impossible to get customers to think of business." The reply from the district supervisor showed a keen interest in the city's first air meet. This clever ending to the reply put the responsibility for renewed effort up to the manager, "Since you are down in the dirt of Mother Earth again, I know you are just *plowing* in sales this week." The manager, made doubly proud of the large week by the human attitude taken by the district supervisor, inspired the salesmen to turn in a record-breaking number of sales. The deadly grind of weekly reports to the home office soon became equivalent to the joy of "letters from home."

Often secretaries use the subject of golf quite as a matter of course in writing letters to men whom they do not know. This may be as safe a subject as any, but how do you know that John Jones in California is interested in golf? Besides the danger of fitting the wrong sport to an individual, you must realize that some men may object to having their business letters filled with comments on nonofficial activities (others in the office might be led to believe that business was not uppermost in their minds while associating with customers). Watch the replies to your letters to see whether your correspondent appreciates your extraneous comments.

Beware of becoming tiresome by dwelling on one subject. If you had seen a reference to "strawberry pie" in one of your employer's letters to a business friend, it would be most unwise for you to put a similar reference in every letter you wrote to that person for your employer. Aside from the danger that the correspondent may be led to think your employer has a one-track mind, there is always the possibility that you have not comprehended the true significance of the pie joke and are making your letters ridiculous. Numerous instances can be cited in which a secretary's usefulness has been undermined by her efforts to be original. Better make your letters conventional and let the man

add his personal note in a penned postscript, rather than, on your own initiative, insert humor of doubtful origin.

Where to start in writing letters

Most secretaries could write much better letters than their employers if they were not afraid to make the start. Naturally they should be able to write better letters, for the secretary has been trained in writing good letters, while most businessmen are not accomplished correspondents. However, the fact that you can write good general letters is no reason to suppose you will be a "howling success" in taking over the letter writing of some special office. You will have to learn the policies of your firm, of its customers, and, most of all, of your employer.

The first week you should be able to start on a few letters such as those drawing attention to errors in accounts or those covering payment of bills. Hunt carbon copies of previous correspondence and note the wording used. Put your answers on your employer's desk with the bills; if they are satisfactory, he will sign them and is likely to be relieved that he does not have to dictate them. Should anything be lacking, or wrong, you will find out wherein you failed. Choose short letters for your first efforts. The following letter is one that represents a good type on which to begin:

January 7, 1947.

Bradford Plaster Works,
984 E. 17th Street,
Philadelphia, Pa.

Gentlemen:

On your December statement you have charged us \$24.60 a ton for white sand purchased on the fifteenth. This price should be \$2.46.

Please send us a corrected invoice.

Very truly yours,
ATLAS CONTRACTING COMPANY
(Signature)

EBF:BCT

President

In writing to routine departments, it is always best to cut a letter down to the fewest possible words. Members of these departments are busy and have no time to read long letters. Statements about getting a new invoice "so we can send you a check" simply fill space. Firms naturally expect you to pay your bills, and any elaboration either means nothing to them or causes them to wonder why such a thought came into your mind.

Sometimes men like to bring a little laughter into these dull departments. This can be done if your employer is so clever in making friendships that routine workers do not think him sarcastic. The following letter was written in this jesting tone by a contractor who knew how to deal with people:

January 9, 194-.

Bradford Plaster Works,
948 E. 17th Street,
Philadelphia, Pa.

Gentlemen:

DECEMBER STATEMENT

I notice that you have charged me \$24.60 a ton for *white* sand purchased on December 15.

Please send me at once your lowest quotation on *gold* sand.

Very truly yours,
ATLAS CONTRACTING COMPANY
(Signature)
M. J. Friend, President

MJF:BCT

The next morning a corrected statement came in with a typed card clipped to it:

Mr. Friend,

Just to show you we are not "gold diggers."

Horribly sorry,
Jane R. Daniels

Acknowledgment letters, also, are easy to write. When you are able to serve a customer, he is usually not critical of you. For this reason it is well at first to choose letters which are not

likely to stir up adverse feeling in the minds of their recipients. The following is a letter which might be written by you in the early stages of your rôle as correspondent:

December 1, 194-.

Mr. O. B. Mason,
410 Watson Boulevard,
Green Springs, Va.

Dear Sir:

Your order of November 9 will be given our early attention. Thank you for the opportunity you have afforded us to show you the type of service we can render merchants in your locality.

Owing to a reduction which we were able to make in the price of Sunshine Corn, we are sending a check to you for the difference between your remittance and the present price of the corn.

SUNSHINE CORN—2 dozen crates	
Old price	\$124.00
New price	119.64
Amount of check	\$ 4.36

We hope to serve you again.

Very truly yours,
(Signature)
James M. Smith, Vice President

JMS:C

Encl.

Most letters of this type are clearer if certain portions of them can be centered and tabulated. Explanations should always be made as definite as possible.

As you become better acquainted with the business, it will be easy for you to take over a greater amount of its correspondence.

Social letters

Letters of a social or semisocial type are usually a greater problem to a businessman than are straight business letters. Even a secretary may find it hard to get into the spirit of social letter writing. For this reason, some businessmen who have a large

number of allied social interests engage both a business secretary and a social secretary. This so-called "personal secretary" has charge of all letters of a fraternal, social, semibusiness, or personal nature. A girl handling this work must be capable of dealing with people who have time to do things in a leisurely and socially correct manner. An assumed attitude of leisureliness does not mean that she can afford to be slow, for she usually finds herself overburdened with detail.

A girl who is personal secretary to an important bank official has given rather a clear picture of this phase of secretarial work. Her employer is on the directorates of many corporations; is treasurer of the Y. M. C. A., the Red Cross, the Community Chest Fund, two hospitals, and his church; is grand master of his district lodge; is national chairman of his fraternity; is a committeeman of his political party; and is the holder of other posts. He is so busy that he seldom knows all that is being done in his name. The accounts are turned over to clerks, who assume full charge as though they were handling any other individual bank account. When the man must go to a meeting or receive a caller relative to one of these outside interests, his personal secretary supplies him with a complete written report, but hastily goes over with him any important points of development.

Most people are inclined to think men dislike sentiment. When asked whether she found men slighting letters of a social nature, this young woman replied: "Don't you ever think it! No crime is so great as to fail to reply to a letter. Men thrive on 'patting each other on the back.' Mr. Blank does some simple little thing for another man and receives a long letter which would indicate that the man feels himself indebted to him forever. Mr. Blank then writes a letter telling the man what a pleasure it has been to serve him, and back comes another complimentary reply. Sometimes half a dozen sets of letters are exchanged over that one little thing." That even such superfluous attention to the correspondence of others must be "good business" is proved by the fact that the banker under discussion is regarded as a

superman. Experience has taught him that he must conform to social etiquette and customs in order to hold his place in business.

Sample letters

A trait that is always a shock to a woman secretary is the fact that a man must have a sample by which to model his letters. He dotes on books containing sample letters. Seldom is he willing to let a letter go out unless he is sure that someone else has written a similar one. Hence, a death may bring a family numerous copies of the letters of sympathy found in letter-form books. If the sample is of too personal a note to be copied verbatim, the man will probably regard it as a poor letter. However, he does recognize individuality when he is looking over a group of letters he receives on some similar occasion.

A high-spirited Southern girl, called to take a note of sympathy, was astounded to see her employer reading his letter from a book. She stopped immediately and showed how overwhelmed she was by exclaiming, "You don't mean to tell me you would copy a letter out of a book!" While the man was stammering around for an explanation, she walked toward the outer office saying, "No one is going to disturb you for an hour; if you can't think of something original to say to your aunt's family in that time, we just won't write the letter." After she had slammed the door, the man sat down and wrote a good letter, which the girl copied. Though the man teased the girl for a long time by offering to consult "my book" on all matters of form, he boasted to his friends that his secretary was an expert on social letters. "Temperament" is not becoming to all secretaries, but we might be more highly prized if we were not so willing to write down anything that happens to be dictated to us.

Form for letters on personal stationery

In contrast to the strict business form used in writing on a regular 8½ by 11-inch letterhead, a social or personal message

comes before the address. Begin directly after the date and salutation have been written on the first page of folder-sheet stationery. Because a social message appears before the address, the salutation should include the name of the person addressed. Most messages are written on the first and third pages—never on the second page, which is the back of the first sheet. If the letter is very long, it follows on the pages in natural order—one, two, three, four, *not* one, three, two, four. Whenever possible, adjust the margins so you can get the letter on two pages. The new single-sheet personal stationery needs no special instructions.

If your employer's name and title appear on the heading of the correspondence sheet, do not, as a rule, type them below the signature. However, if there is any danger that the recipient might be puzzled about them, be sure that they are typed on the letter for his convenience. Ordinarily an annotation or enclosure sign is omitted from personal correspondence; that space is used for the name and the address of the person to whom the letter is written. In a business office the address is always included, even in the most informal letter, because the envelope might possibly become separated from the letter.

If a secretary signs for her employer, her initials are written below the signature. If she writes a letter for her employer and signs in her own name, then "Secretary to Mr. Blank" should be written below her signature.

A personal letterhead is used for all correspondence other than that of a strictly business character. Employers sometimes have a vast array of such personal correspondence letterheads: executive office stationery, personal stationery, club stationery, as well as church, fraternity, and lodge varieties. Use a little judgment in picking out the letterhead which will be suitable for the occasion. An ardent member of one church may not be favorably disposed toward your employer if he learns from an ill-chosen letterhead that your employer is a deacon in the rival Cherry Lane Church; likewise, a member of the Women's Christian Temperance Union may not be happy to deal with your firm if she learns that your

employer is chief grand sachem in a lodge which is temporarily under police surveillance.

Letters written over a secretary's signature

When you write a letter to which you append your own signature, you should not try to make it sound as though your employer had written it. It is your own letter and should reflect your personality. A vast number of letters in a busy office can be written over your own signature. A few illustrations will serve as a key to the various types of useful secretarial writing.

(1)

March 1, 194-.

Dear Mr. Kellar:

Mr. Brown deeply regrets that our allowance will not permit us to make a contribution to the Reforestation Society this year.

Urgent demands on us from other sources have been very heavy and, though we have not curtailed our amount set aside for contributions, we feel it necessary to confine our gifts to those calls which have a strictly human appeal.

When conditions are more settled economically, we shall be happy to help your organization again in its very worthy work.

Sincerely yours,

(Signature)

Secretary to Mr. Brown

Fred J. Kellar, Secretary,
Reforestation Society,
Albany, New York.

(2)

January 14, 194-.

Dear Mr. Zeiper:

Mr. Brown wishes me to say that it will be a pleasure for him to speak to the New York Educational Society at the February meeting.

As probably suited to your interests, Mr. Brown has chosen for his topic, "Coöperation between Businessmen and their Secretaries."

Unless we hear from you to the contrary, Mr. Brown will be at the

Pennsylvania Hotel, Saturday, February 5, at two o'clock. However, it will be necessary for him to leave promptly at 3:15 in order to keep another appointment. This engagement will make it imperative for his twenty-minute talk to be fitted into your program before that time. If you cannot arrange your program in this way, please let us know.

Very truly yours,

(Signature)

Secretary to Mr. Brown

Dr. James M. Zeiper,
New York Educational Society,
Prince School,
Pelham, New York.

(3)

July 23, 194-

Mr. William D. Deane, Jr.,
18 Grand Court,
Beverly, N. J.

Dear Mr. Deane:

Mr. Brown is on his vacation at this time, but will return the first of next month.

In order that he may have before him upon his return complete information regarding your application, I am sending you the regular form that we require from all men making application for positions with us. The enclosed booklet will help you to understand the scope of our organization.

When your application form is returned, it will be attached to your letter, which I am holding for Mr. Brown's attention. You should hear from us definitely within the next two weeks.

Very truly yours,

(Signature)

Secretary to Mr. Brown

Encl.—2

Notice that in these letters the secretary has taken the initiative in writing. As a basis for writing the first letter she may have received only a curt "No" from her employer, or she may have

known that the contribution budget had already been apportioned. In the second letter observe how cleverly she has avoided much likelihood of her employer's becoming entangled in a long, tiresome meeting in which he has little real interest. She can now go ahead and complete her employer's calendar for the day without having to make allowance for the possibility of his being tied up for the entire afternoon. In the last letter she makes no rash promises that her employer will "doubtless have a place" for the young man, yet she gives him definite assurance that his letter is not going into the wastebasket.

Formal and informal invitations

An informal invitation is answered in an equally informal manner. A strictly formal invitation (unless the sender is extremely well known to your employer) requires that the formal wording be followed almost exactly in sending acceptance or regrets.

Businessmen are besieged with invitations of various kinds and they usually find it good business to mix with people. The number of invitations accepted by her employer are often a revelation to any secretary who comes from a home where evenings are spent in reading and recreative pursuits. She frequently keeps a social calendar as well as a business calendar. This record is a great aid in answering invitations.

In sending regrets, one need not state reason for not being able to attend a certain function; it is not supposed that everyone invited will be able to come. Often men have very good reasons for not wanting their business engagements known. Information given in a note of regrets may cause a competitor to surmise developments in the absentee's business affairs. If a man feels like giving a reason for failing to accept an invitation, he may do so, but there is no necessity for resorting to falsehood in writing regrets. Do not be at a loss to know how to reject an invitation which is returned to you by your employer with this notation, "Regrets—no reason."

(1)

January 7, 194-.

My dear Mr. and Mrs. Brown:

On Friday evening Mr. and Mrs. A. L. Johnson, of Chicago, will dine with us informally. It would be a pleasure to have you join us and renew your acquaintance with our old friends. We are planning to serve dinner at seven-thirty.

Very sincerely yours,

(Signed) Dorothy Weekley

Mr. and Mrs. James L. Weekley,
Weekley Manor,
Bough Creek, N. Y.

Note: On monogrammed paper, or that on which the home address does not appear, write your own address at the bottom of the letter. This custom acquaints your guest with the location of your home.

(2)

January 8, 194-.

Dear Mr. and Mrs. Weekley:

Everything about your invitation pleases us—even the hour—and we shall be happy to accept your hospitality. It will be delightful to recall the happy days when Chicago was our home. Mrs. Brown joins me in thanking you for so kindly remembering us.

Very sincerely yours,

(Signed) J. H. Brown

Mr. and Mrs. James L. Weekley,
Weekley Manor,
Bough Creek, N. Y.

Note: Of course, where we have used (Signed) we have meant simply to indicate that the following signature is written with a pen. One would never write the word *Signed* on a letter to be given to an employer for his signature.

(3)

January 8, 194-.

Dear Mr. and Mrs. Weekley:

Mrs. Brown and I regret that it will be quite impossible for us to dine with you next Friday evening. Your thoughtfulness in arrang-

ing the hour to suit our convenience makes us feel that the Fates have not been kind in denying us this privilege.

We recall many pleasant memories of those days in Chicago, among the most pleasant of which are joys shared with Mr. and Mrs. Johnson. The next time our friends are in New York City we hope to be more fortunate in the disposal of our time. Thank you for so kindly remembering us.

Very sincerely yours,

(Signed) J. H. Brown

Mr. and Mrs. James L. Weekley,
Weekley Manor,
Bough Creek, N. Y.

(1)

January 3, 194-.

Dear Mr. Price:

The First Corporation is having a table at the annual meeting of the American Acceptance Council at the Hotel Roosevelt at seven o'clock on the evening of March 23. We shall be pleased to have you join us as our guest at the dinner.

In order that our people may enter the dining room as a unit, we are asking that they assemble in Room K, at six-thirty, for a short informal reception.

Our travel department will be happy to attend to hotel reservations or make other arrangements for you relative to your stay in New York.

Very sincerely yours,

(Signed) J. H. Brown

Graham M. Price, President,
The Unity Banking Company,
810 Canal Street,
New Orleans, La.

(2)

January 7, 194-.

Dear Mr. Brown:

I shall be pleased to accept your invitation to attend the Acceptance banquet as your guest. Under such able guidance as that of your

company, I anticipate a perfect evening, starting with that informal reception in Room K.

Your kind offer leads me also to accept the services of your travel department and to ask that they reserve a double room with bath for me at the Commodore. My wife and I shall arrive in New York on Sunday evening at eleven o'clock.

Very sincerely yours,

(Signed) Graham M. Price

Mr. J. H. Brown,
11 Wall Street,
New York, N. Y.

(3)

January 7, 1947.

Dear Mr. Brown:

Just two days ago I accepted another invitation to be a guest at the Acceptance banquet. This makes it quite impossible for me to avail myself of your hospitality. However, it is a pleasure to know that I am going to see you during that week.

Thank you for so kindly remembering me in arranging your table.

Very sincerely yours,

(Signed) Graham M. Price

Mr. J. H. Brown,
11 Wall Street,
New York, N. Y.

(1)

THE FIRST TRUST COMPANY

requests your presence
at a formal tea and dance
to be given in its new quarters
at three o'clock
on Saturday afternoon
January tenth
prior to its opening for business
on the following Monday.

(2)

Mr. and Mrs. J. H. Brown accept with pleasure the invitation to a formal tea and dance to be given by the First Trust Company, in its new quarters, at three o'clock on Saturday afternoon, January tenth.

(3)

Mr. and Mrs. J. H. Brown regret that they will be unable to accept the invitation to a formal tea and dance to be given by the First Trust Company, in its new quarters, at three o'clock on Saturday afternoon, January tenth.

Cards and letters of introduction

Introductions are made by letter or by card when a mutual acquaintance thinks strangers will have a common interest. Nothing is more discourteous than to foist upon some friend or business acquaintance the company of a person who will be a bore to him. Most employers are very careful in giving out cards of introduction, yet they try not to miss an opportunity to use this means of widening their business influence.

Introductions are quite properly given to business acquaintances who are traveling in a part of the country where a branch office of your firm is located, to a person who is consulting a friend of your employer in a business capacity, or to other persons who your employer feels reasonably certain will welcome acquaintance with the person introduced. Business should, no doubt, be done with that firm best qualified to do your work, but in actual practice much of it is thrown toward, or diverted from, a company simply because of friendships that its officers make.

Letters of introduction should not be sealed. This courtesy reveals your good faith in the person to whom you have given the letter, since he may then feel assured that the introduction is friendly. In business many an introduction is written on the back of an ordinary business card.

(Typed on the reverse side of Mr. Brown's business card)

Graham M. Price, Pres.,
Unity Banking Company,
New Orleans, La.

Introducing
Allan M. Lane
(Signed) J. H. Brown

Large firms often use for this purpose a card of correspondence-card size, engraved with the firm's name. Below the name is a space for the address of the person to whom the caller is referred, the printed word *Introducing*, with a space below for the caller's name, and lines for the signature of the officer sponsoring the introduction and the date. These cards are enclosed in an unsealed envelope when handed to the caller. Sometimes an indication of the reason for the introduction (whether it is a business proposition or merely a common interest) is given on the card. Because unsolicited canvassing is usually barred from a first-class office, unscrupulous men have made wide misuse of the card of introduction as an opening wedge to get in to try to sell insurance, books, and various items. A card which explains a business mission is much more courteous than a blind introduction.

Dear Mr. Rice:

Mr. Green is keenly interested in public utility bonds. I assured him you could tell him *all* about them.

Truly yours,

(Signed) J. H. Brown

May 5, 194-

By far the most polite of all methods of introduction is that in which you forward a letter to the person in a strange city whom you wish your other friend to meet. The letter enables the recipient of the letter to take the initiative in meeting the traveler, if such an acquaintance seems desirable. This procedure

overcomes any embarrassment which your traveler friend may be inclined to feel in intruding upon the privacy of an unknown person. If you are awake to your opportunities, you can do much to help your employer widen the scope of his firm's business friendships. Such a letter as either of the following is an example of thoughtfulness:

(1)

November 21, 194-.

J. M. Royal & Company,
899 Cedar Street,
Minneapolis, Minn.

Gentlemen:

Mr. R. A. Trent has been a good customer of ours for years. Now he has moved to 1194 Pearl Street, in your city. We have recommended that he consult you in regard to any repair work on jewelry that he may need to have done while he is in the West.

Very truly yours,
(Signed) J. H. Brown

(2)

November 21, 194-.

Dear Mr. and Mrs. Gray:

Mr. and Mrs. R. A. Trent are spending Friday and Saturday of the first week in December in Chicago, making their headquarters at the Blackstone Hotel.

These friends of mine have devoted much time to art and travel. This interest, which you have in common, makes me think you might find them very congenial. May I suggest that you arrange to make their acquaintance while they are in your city.

Very sincerely yours,
(Signed) J. H. Brown

Mr. and Mrs. L. M. Gray,
11 Shore Drive,
Chicago, Ill.

Such letters will help your friends to become more pleasantly

acclimated to a new environment. The first letter gives the firm receiving it an advertising lead and usually results in a reciprocal courtesy being extended the writer by the managers of the firms so recommended. The second letter often paves the way to a lasting friendship. Receipt of the following letter from Mr. Gray will certainly make Mr. and Mrs. Trent feel that Mr. Brown had their interests in mind:

November 30, 194-

My dear Mr. and Mrs. Trent:

Our mutual friend, Mr. J. H. Brown, has written us that you will be in Chicago this week. Will it be possible for you to have lunch with Mrs. Gray and me at the Commerce Club Friday noon?

You can reach us by calling either my office (Loop 7179) or our home (Hyde Park 2034).

Very sincerely yours,

(Signed) L. M. Gray

Mr. and Mrs. R. A. Trent,
Blackstone Hotel,
Chicago, Illinois.

Notes of congratulation

Businessmen who are much interested in people are careful not to overlook an opportunity to recognize the joys and achievements of others. You can do much to help in this work by calling to the attention of your employer news items, rumors, and happenings of an interesting type.

Most people find it comparatively easy to compose letters to people they know, but they are inclined to be stilted in writing to strangers, or to individuals whom they do not know intimately. The following letters were selected by the author because they are not models but actual letters which brought joy in an accomplishment. They reflect a uniformly friendly note, though they were written to her by a close friend, a mere business acquaintance, and a perfect stranger, respectively.

(From a close friend)

December 24, 1930.

Dear Bernice,

My autographed copy of your book reached this desk an hour ago and confirmed my conviction that there is a Santa Claus. Its bright red cover is very appropriate to the Christmas season and would make a financial volume tempting to me even if the name "Turner" in gold letters were not an added attraction.

A rather hurried glance at the volume reveals the work to be a finished production. I compliment you on a job well accomplished.

May your Christmas at home be the beginning of that happy time when, your writing troubles over, you reap an author's benefits in the form of congratulations and royalties. (Our bank has ordered a copy for its library.)

Most sincerely,

Miss Bernice C. Turner,
368 E. Eighth Street,
Bloomsburg, Pa.

(From a business acquaintance)

December 24, 1930.

My dear Miss Turner:

I wish to express my sincere thanks for the autographed copy of "The Federal Fund Market" received today.

Although I have not yet had time to look through the book very searchingly, I am sure that you, as its author, have done yourself proud, and I extend my felicitations. I trust that the treatise will be fruitful of the sort of results you desire. At any rate, it should be decidedly helpful to the large and growing class of readers who are interested in the subject.

With renewed thanks and kind regards, I extend to you hearty Yuletide greetings.

Yours sincerely,

Miss Bernice C. Turner,
First National Old Colony Corporation,
100 Broadway, New York, N. Y.

(From a total stranger)

January 2, 1931.

My dear Miss Turner:

I simply want to add my note of congratulations to the many which

you must be receiving on the publication of your book, "The Federal Fund Market."

It always requires a great deal of courage to be the first to commit one's self in writing on any subject, but I feel sure yours is the forerunner of many other books on Federal Funds which will be much more voluminous and complicated, and not nearly so direct and practical as yours.

Very sincerely,

Miss Bernice C. Turner,
1060 Park Avenue,
New York, N. Y.

Letters of a congratulatory character are sent by businessmen to those who have received promotions, to those who have distinguished themselves by outstanding achievement, to those who have had honors bestowed upon them or members of their family, and to those in whose families have occurred births, marriages, graduations, or other events of direct concern. One of the customs which has grown up among business houses is that of sending flowers or a letter of congratulation to the officers of a firm which is opening new offices. Your employer will probably think of these courtesies several days after the event unless you do some anticipatory thinking for him.

Notes of sympathy

More appreciated than the note of congratulation is the friendly remembrance which comes to one at a time when he is meeting reverses. Sickness, accident, death, or any disaster usually leaves one with a feeling of dependence. Just at these times of greatest need, friends and acquaintances are likely to forsake us, not so much because they prefer to know only a successful person but rather because they are at a loss to know what to say in a case of adversity.

A Pollyanna attitude should be avoided, because it conveys to the person a lack of sympathetic understanding. However, a perfectly hopeless note is seldom advisable. In writing of a

death, the word *death* is not to be used, because many persons have a conscientious objection to its finality. The word *loss* is much less open to criticism. Most businessmen send telegrams of sympathy because they can seldom think of more than ten words of condolence. Nevertheless, a letter is generally sufficiently appreciated to merit the extra effort which its composition entails. Naturally, if a secretary has never heard of the deceased nor his family, any letter she might write for her employer would lack individuality. Some men overcome this difficulty by giving the secretary an outline of the acquaintanceship. The secretary then writes one letter and the employer composes another. By combining the two letters in the employer's words, a fairly good result may be obtained.

Suppose one of the officers in your organization met with a fatal accident. If neither you nor your employer is acquainted with the family, it will probably fall to your lot to compose the letter of sympathy.

June 1, 1947.

Dear Mrs. Blaine and Children,

Just yet I am a little too shocked to realize that we are to be denied Mr. Blaine's guiding influence in this organization. He was a rock upon which we all built confidently, knowing that his unbounded sympathy and good judgment would help us steer our course aright.

The sympathy of this entire office force goes out to you and your family in this time of bereavement. You have assured us that there is nothing more we can do for you just now, but I invite you to consult me at any time in the future if you ever need the assistance of one whose close business association with Mr. Blaine may enable him to help you who must carry out his ideals and ambitions.

Very sincerely yours,

(Signed) J. H. Brown

Mrs. M. H. Blaine and Family,
Greenport Boulevard,
Newport, Rhode Island.

Many businessmen send letters to those who are called upon to meet life's reverses. The following letter sent to a man who has lost his position would probably give the searcher for work just the confidence he needs for that ordeal.

December 2, 194-.

Dear Fred,

The news that you lost your position just reached me when I went to call on you today. Having suffered a similar experience myself about two years ago, I want you to know that I understand the feeling of defeat which accompanies dismissal from an office to which one has gone with visions of success.

During the long days of job hunting, nothing would have meant so much to me as tangible proof that I had not become one of life's failures. Even yet I shudder when I think of the black despair which engulfs a man who has no work. You are a good worker; never allow yourself to doubt that. Some firm is going to be made richer by the circumstances which have made you available to them.

Any help I might give you will bring me pleasure, too. Do not hesitate to call on me.

Most sincerely yours,

(Signed) Jim

A different type of loss might call for the following letter:

May 14, 194-.

Dear Mr. and Mrs. Deiver.

Announcement of the fire which destroyed your home just came to me in the form of a clipping from your local paper. What a sense of disappointment it must have brought to you who had so carefully planned that home!

Accept my sympathy in your loss. Your splendid hospitality had endeared the house to your friends, though even a humble hut would be fascinating to us so long as it housed your family.

Very sincerely yours,

(Signed) J. H. Brown

Mr. and Mrs. E. A. Deiver,

827 Broadway,

New York, N. Y.

Specialized letters

As you become better acquainted with your business, you will be able to take on more difficult forms of letters. This added responsibility will usually demand that you spend considerable time in studying the special field of letter writing involved. Advertising letters, collection letters, claim letters, credit letters, and other types of writing require special technique. Entire volumes are devoted to each class of correspondence. You will study the various authors and adapt their material to your particular needs.

Legal and other pitfalls

In the final analysis, you must be awake to possibilities of interpretation and of misinterpretation. Be definite if you want to avoid misunderstanding, and avoid committing yourself if you are not perfectly sure of your ground. Each letter must be considered on its own merits. The letter that someone could not criticize has never been written. A writer must think about a letter of importance and revise it many times before he is satisfied with it. When a safe and complete form has been written for one letter, future correspondence may be modeled after that pattern. Few people can make all letters original because of the time element; they may use phrases or even whole paragraphs over and over again simply because the wording is safe. A secretary must see that these form-letter crutches are not used so often that office correspondence loses the elasticity of adaptability. (For a further discussion of legal problems, see Chapter XII.)

BOOKS THAT HELP TO FORM JUDGMENTS IN LETTER WRITING

Modern Business English, A. C. Babenroth, revised by Peter T. Ward, Prentice-Hall, Inc., New York.

Business English, Hotchkiss and Drew, American Book Company, New York.

- Elements of Commercial English*, J. L. Zerbe, American Book Company, New York.
- Business Letter Practice*, J. B. Opdycke, Isaac Pitman & Sons, New York.
- Actual Business Correspondence*, P. H. Deffendall, The Macmillan Company, New York.
- Manual of Business Letter Writing*, E. W. Dolch, The Ronald Press Company, New York.
- Effective Business Letters*, Gardner & Aurner, The Ronald Press Company, New York.
- Letters that Collect*, Whyte and Otte, Prentice-Hall, Inc., New York.
- The Business Letter; Its Principles and Problems*, Carl A. Naether, D. Appleton & Company, New York.
- Problems in Business Correspondence*, Carl A. Naether, McGraw-Hill Book Company, New York.
- The Master Letter Writer*, E. B. Davison, Opportunity Press, New York.
- Making Letters Pay*, Edward H. Schulze, D. Appleton & Company, New York.
- The Book of Etiquette*, Emily Post, Doubleday Doran & Company, Inc., New York.
- Advanced Business Correspondence*, Hotchkiss and Kilduff, Harper & Brothers, New York.
- The Business Letter in Modern Form* (Enlarged Edition), William H. Butterfield, Prentice-Hall, Inc., New York.
- Goodwill Letters that Build Business*, William H. Butterfield, Prentice-Hall, Inc., New York.
- Business Writing Theory and Practice*, Charles Chandler Parkhurst and Roy Davis, Prentice-Hall, Inc., New York.
- Smooth Sailing Letters*, L. E. Frailey, Prentice-Hall, Inc., New York.
- Effective Credit and Collection Letters*, L. E. Frailey, Prentice-Hall, Inc., New York.

CHAPTER TWENTY-FIVE

Minutes and Reports of Meetings

It is the troubles that never come which prevent us from making the best of the real blessings of life.—DEAN INGE.

Knowledge of parliamentary procedure

Businessmen often assert that secretaries know nothing about parliamentary procedure. To hear lawyers direct the same criticism at businessmen is highly amusing. One corporation attorney says: "I spend two-thirds of my time trying to fix up the blunders that the officers of this organization make, simply because they do not know what they are doing and are too careless to consult legal authority before they act. One would think that even a child might be able to see as irregular some of the ridiculous things they do." That men "who know not what they do" feel themselves competent to criticize another group as knowing less should cause secretaries to become alarmed over their abysmal ignorance of this subject.

The first thing you must learn is that a business meeting is a serious thing. Business must be transacted exactly according to law, or else opposing factions may try to invalidate much of the work accomplished. One could hardly deem the ordinary school, church, or club meeting a fit pattern on which to model a business meeting. Certainly there is no objection to having a *strictly legal* meeting of a fraternal organization, but unfortunately many such gatherings are not *business* meetings—more often they resemble mob riots. Usually formality is less necessary at a meeting in which matters causing profit and loss are not involved.

Methods of reporting meetings

A secretary usually writes up minutes of meetings. The report may come to her through her employer, or she may be asked to attend the meeting for the purpose of doing the reporting. In either case, in order to write a good report, some conception of the general procedure of the meeting must be gained. This knowledge may often be gleaned from reading over old minutes of the organization.

If a new organization is being effected, you will have to be a pioneer and plot out your own trail. The following models of order of business given by Lillian Doris in her book, *Corporation Meetings*, may serve as a guide to you.

This is the procedure for an organization meeting:

1. Election of temporary chairman and secretary of the meeting.
2. Oath of office of temporary officers.
3. Presentation of notice of meeting or waiver if notice has been waived.
4. Report that certificate of incorporation has been filed as required by statute.
5. Order that certificate of incorporation be made a part of the record of the meeting.
6. Adoption of by-laws.
7. Election of directors. Generally, where the board of directors is named in the certificate of incorporation, no election takes place at the first incorporators' meeting. In a few of the states, however, the practice is for the incorporators to go through a formal approval of the directors named in the certificate of incorporation. If "dummy" directors have been named in the certificate of incorporation, these directors resign at the incorporators' meeting and an election is held by the incorporators to fill the vacancies. If the statute, charter, or by-laws permit the remaining directors to fill vacancies, the resignation of a director named in the certificate of incorporation may take place at the first directors' meeting and the vacancy may be filled at the same meeting.
8. Authorization for opening the books for subscriptions.

9. Report of subscriptions to capital stock.
10. Order that subscriptions be made a part of the record of the meeting.
11. Presentation of transfers of subscriptions. This step is necessary where temporary or "dummy" incorporators have been used in incorporating the company.
12. Authorization for board of directors to issue stock.
13. Fixing the terms and conditions of the preferred stock, where this is required to be done at the incorporators' meeting, or permitted to be done under the statute.
14. Election of officers.
15. Oath of office of permanent officers.
16. Call for bond from treasurer. (Bonds may, of course, be required from other officers.)
17. Approval of bond.
18. Adoption of corporation seal.
19. Adoption of form of corporate stock.
20. Authority to purchase corporate record books.
21. Appointment of principal office and resident agent in the state of incorporation, if one is required by statute.
22. Order that proper officers or directors execute and file any reports or records that the statute requires.
23. Appointment of regular date for directors' meeting, if by-laws do not provide for one.
24. Authorization for treasurer to open a bank account. If by-laws do not provide for the signing of checks and other instruments, the directors by resolution will assign the duty to some officer or officers.
25. Authorization for treasurer to pay the expenses incident to the organization of the company.
26. Transaction of any other business that is within the power of the persons meeting to transact.

The order of business in a regular stockholders' meeting is much more simple:

1. Call to order.
2. Election of a chairman and the appointment of a temporary secretary, if necessary.

3. Presentation of proofs of the due calling of the meeting.
4. Presentation and examination of proxies.
5. Announcement of a quorum present.
6. Reading and settlement of the minutes of the previous meeting.
7. Presentation of list of stockholders.
8. Reports of officers and committees.
9. Appointment of inspectors of election.
10. Opening of polls.
11. Election of directors.
12. Closing of polls.
13. Report of inspectors.
14. Declaration of election of directors.
15. New business.
16. Adjournment.

Directors' meetings are still more simple in order:

1. Call to order.
2. Announcement of a quorum present.
3. Reading and approval of the minutes of the previous meeting.
4. Reports of officers and committees.
5. Unfinished business.
6. Election of officers, if there is to be an election.
7. Declaration of dividend, if there is to be a dividend declared.
8. Other new business.
9. Adjournment.

The order of business to be followed in a committee meeting is usually outlined in the by-laws. In order to gain some idea of what any meeting of this type is like, you will do well to read the general rules on procedure for a directors' meeting.

Outline, summary, and verbatim reports

If your employer brings you a report of the meeting, he will probably have the notes in outline form. You will be expected to expand them into complete sentences. Naturally, your expansion of notes without first-hand knowledge of the events which took place at the meeting makes it necessary that your employer read and correct the minutes you have written before

they are copied into the minute book. If he dictates the report himself, he will do the expanding, and there will not be much danger of errors creeping into the record. Occasionally one finds a man who wants the permanent record written in outline form, though this practice is not a good one to follow. Expanding an outline into complete sentences does not mean, of course, that you are to write fiction in order to make an interesting tale of the events; it merely means that the items are to be clearly stated in complete sentences.

Notes: Call to order 10:15.

Minutes approved.

Treasurer's report.

Expanded minutes:

April 15, 194-.

The regular meeting of the directors of the Van Dine Corporation was held at the Hotel Woods today. The meeting was called to order by the president, H. H. Wills, at 10:15 a. m.

Minutes of the last meeting were read by the secretary, J. J. Daniels, and were approved.

The treasurer, M. D. Smith, made his report to the directors. A copy of this report is made a part of these minutes.

If you are asked to go to a meeting for the purpose of reporting it, you should understand clearly just what you are expected to get. If a summary report is all that is necessary, you will record only those things which are of vital importance. Should it be necessary to make a verbatim report, you will have to have attained a reporting speed in taking notes. Though verbatim reports are seldom written in the form of minutes—because a summary is much more satisfactory—a full report is sometimes handy for reference. Many firms preserve the shorthand notes of a verbatim report in order to be able later to verify certain interpretations of actions taken. Occasionally, in a heated controversy, complete notes are required (including even swear words).

Importance of hearing and understanding

Something that a beginning reporter often does not realize is that when an employer sends an employee in to get a report, he expects the report to be complete, regardless of circumstances. Naturally, good hearing faculties are a prime requisite for reporting. However, if you do not hear a thing, or do not understand it, you may be unwise to let the matter drop or to skip over that part. Observation of business secretaries who report meetings of large trade organizations for the purpose of writing the yearbooks of those organizations is a real education. If a man speaking from the floor cannot be heard, the secretary is on her feet in a second asking that he speak louder. If he uses a term she does not understand or a name she cannot spell, he is asked to repeat the remark. Should it be impossible for him to speak loud enough to be heard distinctly, she asks that he come to the platform. Because her success depends upon the accuracy of the report in the yearbook, she takes no chances with her reputation. If you are the official reporter of a meeting, you must follow her example. Of course you will never speak directly to anyone except the chairman (unless the chair is temporarily vacant). Usually it is not necessary for your voice to ring through the meeting room, for you can arrange a system of signals with the chairman. A raising of the pen above your head will indicate that you cannot hear. The chairman, if alert, can then quickly ask the speaker to repeat his remarks. The speaker often thinks the chairman himself is interested and does not know that a mere reporter is responsible for the request. In case you are not the official reporter of the meeting, it may not always be possible to interrupt. Then you will need to mark your notes so that you will be able to verify doubtful matters with as little loss of time as possible. Sometimes this checking can be done by consulting the speaker himself; sometimes it is best to have your employer consult the man for you; and sometimes the spelling, statistics, or

Present: Messrs. , , ,
constituting a quorum.

Absent: Messrs. and

Mr. presided at the meeting.

The minutes of the previous Finance Committee meeting, held on
. , 19 , were read and approved.

The Chairman of the meeting reported that this Corporation had been requested to make an appropriation toward the expenses necessarily incident to the campaign of a leading politician who is a candidate for reelection. Since the right of the Corporation to make contributions of this kind had been questioned, the Chairman recommended that the opinion of the Corporation's attorney be secured, so that the members of the Committee might feel certain that they were observing the full requirements of the law on the subject.

After the motion was duly made and seconded, the matter was referred to the Chairman for proper disposition.

The special committee, appointed by the Chairman at the meeting held , 19 , to consider the question of making future contracts for sales of semifinished products to competitors of subsidiary companies, made a special report, which was approved and adopted. The report was ordered to be made a part of the minutes of the meeting.

(Insert copy of report here.)

The President reported the purchase of 8,000 tons of pig iron for September delivery.

The President submitted a letter from , under date of , 19 , in regard to building a plant in Canada to manufacture all lines of products that the Corporation is exporting to Canada. The letter was accompanied by six statements giving data in regard to the proposition.

After the motion was duly made and seconded, the Secretary was directed to send a copy of the correspondence to each member of the Committee.

No further business coming before the meeting, the same was adjourned after a motion to that effect had been made, seconded, and carried.

.
Secretary of the Meeting

MINUTES OF MEETING NOT HELD FOR LACK OF QUORUM

There being no members of the Executive Committee present at
 , Street, City of , State of ,
 on (day of week) , 19 , at o'clock M.,
 ,
 the time and place set for a regular meeting of the Committee, no meeting was held and no business was transacted.

A true record.

Attest: (Notary's signature)

Assistant Secretary

MINUTES OF MEETING ADJOURNED TO A FIXED DATE

At the time set for the regular meeting of the Board of Directors of
 Corporation to be held at the offices of the company,
 Street, City of , State of , on (day of week)
 ,
 , 19 , at o'clock M., there were present
 , and .

Since no quorum was present, the meeting was adjourned, under the provisions of the by-laws, to (day of week) , 19 ,
 ,
 at o'clock M.

Secretary

Note: Specimens taken from *Corporate Minutes, Meetings, and Resolutions*, Lillian Doris, Prentice-Hall, Inc., New York.

Indexing of minutes

The minutes of some organizations are so voluminous that it is necessary to keep an index, and even a cross index, of them. This index is divided into different headings, such as:

- Duties of president
- Duties of secretary
- Duties of treasurer
- Financial obligations
- Purchase and sale of real estate

Sales policies

Statistics of organization

As many other headings may be used as will make the material less cumbersome for the various departments that use it for ready reference. This reference may be put in the back of the minute book, but it is occasionally made in the form of a card index. Frequently, minutes are written up with a wide left-hand margin, and marginal headings are used as a basis for indexing.

As indicated in the minutes of the finance committee meeting used as an illustration of the content of minutes, various reports, resolutions, and correspondence are often made a part of the records. Although it may sometimes be possible to insert these extra sheets in the minute book, business offices seldom allow this to be done. Instead of saying "Insert copy here," many firms write, "Copy on file in Folder #17." Then all extraneous documents are placed in a special file, which is carefully labeled:

Treasurer's Reports

In Memoriam Resolutions

Oaths

Bonds

Affidavits, and so on.

This practice keeps the minute book in good condition, provides a place for keeping documents which usually vary in size, and makes it possible to allow reference to certain portions of the official record without disclosing confidential materials.

Correcting minutes

Minutes should never be written into a minute book until they are free from errors. Nevertheless, minutes are not always "approved as read." A slight correction may be made, in red ink; that is, a line may be drawn through a word or phrase and the correction written above. If longer corrections are made, they should be written on a separate sheet. The old record is deleted by striking a red line through the paragraph and making

a marginal indication of the page on which the correction will be found. Never tear a sheet out of a minute book, and never rewrite minutes in full.

Motions and their amendment

Motions should always be written verbatim. Then if it is necessary to amend them, the amendment must be voted on just as though it were an original motion. Extreme care will be necessary to get the exact wording of these corrections. This caution must be observed, also, with any original motion. A correction amendment, whether passed or defeated, should be made a part of the minutes. The correction would probably read somewhat as follows:

Minutes of the last regular meeting were read by the Assistant Secretary, A. M. Brown.

DEFEATED MOTION

R. J. Brown moved that the instructions regarding the hiring of an architect be amended to read "verbal or written applications to be tendered to the Secretary or any member of the Board." The motion was not seconded, and so was not put to a vote.

AMENDED MOTION

R. J. Brown moved that the instructions regarding the hiring of an architect be amended to read "written applications to be tendered to the Secretary or any member of the Board." The motion was seconded by E. L. Jones and put to a vote.

In Favor

Brown

Smith

Jones

Frye

Opposed

Graham

Elwood

Freis

President Freis then instructed the Secretary to change the minutes as amended.

When the minutes of a previous meeting have been amended, changes on the original entry must always indicate the page on

which the motion for amendment can be found. References to later changes are made usually in the form of marginal notes. Of course, the minutes of the meeting will not now read "approved as read," but "approved as amended," and if the vote for approval is not unanimous, it will be necessary to record the vote.

Records of attendance and votes

In a small meeting a secretary is expected to keep a record of the attendance. If possible take the roll while the men are gathering, in order that you may have a full record of those present when the meeting is called to order. However, it is necessary sometimes to record the entrance of tardy members. If some man knows nothing about a certain action, it may be that the business was transacted before his arrival. In a case in which a man is known to be opposed to a course of action and is influential enough to alter the result of a vote, other members sometimes take advantage of his tardiness to push a measure through. If your minutes read, "The motion was unanimously approved," and do not contain a later record of the entrance of an opponent of the measure, his sanction of the measure is wrongly taken for granted. Men do like to have a record in black and white of their stand on each measure, especially if later events prove they were right and the world was wrong. A few men do not have the courage of their convictions and think if they slip out of a meeting just before a vote is taken, they can swing to the proper side later. For this reason a record should also be kept of those men who leave a meeting during the time it is in session. A scrupulously careful record of all votes on any question of more than trifling importance must be kept. At a large meeting an adequate system is usually provided for the recording of attendance and votes; at a small meeting this is usually your responsibility.

Care of corporate records

Should your employer have the custody of the corporate books, the corporate seal, or the corporate files, you will have to share

in the responsibility of protecting them. So long as your employer is in the office, you can usually consult him in regard to giving out materials. The problem of deciding what to do when he is not there is often puzzling. One girl was asked for the corporation seal at a time when her employer was away. The man had no right to the seal, but tried to take advantage of the custodian's six-weeks' absence to accomplish some "dirty work." Another secretary gave out the combination of her employer's safe to a man who later used that knowledge in having records changed and destroyed. Such incidents as these are fair warning that you must know who is to be given access to each type of record. Then it is your duty to see that no one, except those authorized, is allowed to see confidential materials. In extreme cases you may be compelled to act contrary to orders, but your employer should be notified of any deviation from his instructions.

Some years ago a young woman was given the combination to a safe in which a corporation seal was kept. She asked who was to be given the privilege of using the seal and was told, "Absolutely nobody, unless I first give permission!" Some months later her employer was in a hospital when a corporation meeting was held. The president came in to get the seal. The secretary said: "Mr. F. has told me never to give that seal to any person. However, I know this is an exceptional case. If you will get another officer to come with you, I shall give it to both of you." The president was surprised at the request, but he went to find a vice-president. When he reentered her office with the vice-president, he asked the girl to accompany them to the meeting and to make a record of the places in which they had used the seal. When she returned the seal to the safe, she knew for what it had been used, and was able to communicate the information to her superior after his health had improved. Some weeks later the young woman was promoted to a position of responsibility, because the officers were much impressed with her trustworthiness.

Preparedness necessary to conduct of a meeting

at which no one has seen fit to make the necessary preparations for putting each motion through with dispatch. A mad rush to make last-minute plans and to get materials in shape before the opening of a poorly planned meeting usually plunges responsible officers into a nervous frenzy (to say nothing of the secretaries who must bear the brunt of such a situation). Naturally, a meeting is not a success if uncalled-for haste makes the men in charge mentally unfit for association with human beings, much less for leadership.

Let us look at two types of meetings to see what a secretary can do toward making things move smoothly. The drawing of some foreign bonds for payment every six months takes place in a large investment house on Wall Street. Representatives of participating banking houses are present while a girl draws these numbers in the presence of a member of the consulate from that foreign country. A young woman who had just graduated from college was secretary to the man in charge of this drawing. The night that the notices were to be sent out the man came in at just about five o'clock and told the girl to stay after hours to write the letters. Practically nothing more was done until the hour for the meeting. Then there was a mad flurry to get material in the files relating to the drawing. The responsible officer had not provided a suitable box for the bond numbers; this matter had to be attended to while members of other banking houses waited at the meeting. An unscheduled meeting which was being held in the conference chamber had to be disbanded to make room for this regular event. No girl had been chosen for the drawing, so a last minute selection had to be made. Because the officers were not familiar with the terms of the contract, the provision for drawing bond numbers had to be read at the meeting. The member of the foreign consulate had not arrived half an hour after the time the drawing was scheduled to have taken place. No attention had been paid to the notice until the consulate was called, and then a representative summoned a taxicab and hurried to the meeting. A climax of the comedy seemed to have been reached when not one man in the assembled group had a clean handkerchief which

might be used to blindfold the girl who was to draw the numbers; however, the worst was yet to come. A three-page legal form had to be typed without error, and then signed by the persons present. The first time the form was typed an error in computation was discovered; the second time it was found that the next date for drawing could not be the scheduled date, October 25, because that date fell on Sunday. By the time this second mistake had been discovered, the secretary was so nervous that she could not type a third copy without making an error. The men paced impatiently up and down the hall outside her office. At length, another girl had to be commandeered to make the final copy of the record, which was submitted in signed form one hour and fifteen minutes after it had been begun.

A secretary who witnessed that whole irrational procedure made a note that she would study the situation and save any other girl from becoming a nervous wreck. When the next October drawing took place, notices were prepared three days before they were to go out. When no word had been received from the foreign consulate by the day before the meeting, a telephone call was made to ascertain if arrangements were being made to have a member present. The much-dreaded legal form was completely typed a week before the meeting, so that the secretary had time to be sure everything was all right. Space was left on the form for inserting the numbers of the drawn bonds. Before two o'clock the conference room was prepared for the meeting, including such supplies as the box of bond numbers and a Seal-packerchief ready for the girl who was to be blindfolded. The result was that in a very few minutes signatures were attached to the legal document, and the men went merrily on their way. The new secretary had no reason to look back on the events of the day as a nightmare.

Notices of meetings

The task of sending out notices of a meeting will nearly always fall upon a secretary. The first thing you should do in

equipping yourself for this part of your work is to make up a list of the meetings which are to be held under the jurisdiction of the man for whom you work. Look over the by-laws during your leisure hours to determine the dates for mailing out meeting notices, the matter of their form, and the persons to receive them. This digest can be put on a memorandum which will be easy to follow. Two or three days before each group of notices is to be sent out will generally allow you ample time for preparing the envelopes and other materials. Your calendar should be made up accordingly. Unless attendance is optional, you will do well to ascertain whether or not notices have reached those concerned. When proxies are returned by nonattending members, a numerical arrangement of these voting powers should be made. Reservations of the meeting room should always be made ahead of time, to avoid last-minute confusion as to the place.

Materials to be taken to a meeting

The procedure followed at a meeting can be correct and orderly only if all materials are on hand and in shape for quick reference. You will want to see that your employer takes the following things with him:

1. An envelope containing any correspondence or memorandums likely to be required.
2. A copy of the corporation law of the state in which the company is organized.
3. The certificate of incorporation, with marginal notations of amendments.
4. The by-laws, with marginal notations of amendments.
5. A carefully prepared "Order of Business."
6. Blank forms, such as oaths, affidavits, and so forth.
7. A memorandum pad on which to record matters which must be followed up after the meeting.
8. The corporation seal.
9. Stationery and envelopes for sending out newspaper reports and other messages which must be dispatched at once.

10. Pen, pencils, ink, eraser, ruler, clips, rubber bands, paste, and pins.

Copies of resolutions

Many secretaries are confused by the use of the word *copy* as it is employed in connection with sending out resolutions. This term does not necessarily mean "carbon copy." Expressions of sympathy and similar actions taken at a meeting are incorporated into the record of the meeting. The minutes must contain a copy of the resolutions so passed. An exact copy of the content of these resolutions may be written on paper of good quality, encased in a legal cover properly inscribed, and sent to the proper persons. In case of death it is customary to send to the relatives of the deceased a copy of the resolutions encased in a white cover; certainly one, in choosing a cover paper, should shun a color such as red for this occasion. Note that in writing resolutions and minutes, the following expressions are written in capital letters: RESOLVED, BE IT FURTHER RESOLVED, WHEREAS, and KNOW ALL MEN BY THESE PRESENTS.

BOOKS THAT HELP IN WRITING UP MINUTES AND REPORTS

Report Writing, Gaum and Graves, Prentice-Hall, Inc., New York.

The Secretary's Handbook, Taintor and Monroe, The Macmillan Company, New York.

Corporate Meetings, Minutes, and Resolutions (Revised), Lillian Doris and Edith J. Friedman, Prentice-Hall, Inc., New York.

Business Writing, S. Roland, McGraw-Hill Book Company, New York.

English in Business and Engineering, B. W. Stevenson, J. R. Spicer, and E. C. Ames, Prentice-Hall, Inc., New York.

CHAPTER TWENTY-SIX

Manuscripts and Proofreading

Great works are performed not by strength, but by perseverance.—DR. JOHNSON.

Coöperation with printers

Secretaries, like others who write for publication, are guilty of many sins against printers, who are expected to turn out perfect work with utmost speed, regardless of the condition of copy or proofs. A few rules will enable a secretary to work more intelligently with the printer or publisher and thus obtain better and quicker results—whether her problem be merely the preparing of a letterhead or the writing of a 500-page book.

Typing a manuscript

Your work will be concerned largely with the preparation of manuscript for the printer. All work should be submitted on standard 8½ by 11-inch sheets of white, unglazed, bond paper of good quality. Use double spacing, and write on one side of the paper only. Keep your paper even with the left edge of the cylinder and set your marginal stop at 10 on the margin scale. If your machine has pica type, you will have a left margin of about one and a half inches. This space gives ample room for marginal corrections, suggestions, and directions to the printer.

Indent paragraphs five spaces. Page numbers should be written in the upper right-hand corner of each sheet and should be placed in this position consistently throughout an entire article or book. The printer should receive the original copy of a manuscript, or if that is impossible, the first carbon copy may be sent to him. Always preserve in your files at least one clear carbon copy to be used in case the original is lost.

Do not fold or roll a manuscript, because doing so makes it hard to handle. Manuscripts should never be permanently bound; use removable clips or pins if some binding is necessary to fasten together parts of smaller articles or pages of chapters of a book. Voluminous manuscripts which cannot be sent flat in a big envelope are wrapped, or submitted in a paper brief case.

Types of headings

A chapter heading should be written in capital letters. If a subheading is centered, capitalize the first letter of every word in it except the prepositions, articles, and common conjunctions. In the preparation of texts, a side heading may be used for the sake of clarity. Only the first letter of the first word of a side heading should be capitalized. A side heading may be followed by a period and a dash.

A wavy line below a word or group of words indicates that the printer is to set the heading in boldface type. In a manuscript underscoring means that the words are to be printed in italic. Questions of setup can safely be left to the discretion of the publisher or printer, although it is always well to insist upon seeing a sample page or two before composition is actually started.

Insertions

Great care should be taken to mark inserts clearly so that they will appear in their proper positions in the final published material. Tabulated material and charts should be carefully checked for absolute accuracy. A caption that is to appear below an illustration should be typed on a piece of paper and attached to the bottom of the illustration. It is usually better not to include illustrations in the typed manuscript. Keep them separate and indicate their positions in the manuscript by means of a numbering system. It is also a good plan to paste illustrations on sheets of paper of uniform size, but be sure that the pasting is done in such a way as to avoid buckling and creasing.

When material must be added to a finished sheet or when an insertion is needed to insure clearness in much-corrected material, the new portions should be typed on full sheets of paper. These extra sheets should be numbered with a letter following in sequence the number of the page to which the insertion will be added; for instance, if an insertion is to be made on page 8, the correction sheet is numbered *8a*. The printer reads on page 8 until he comes to the place marked *Insert 8a*. The portion of the manuscript for which this insert on page *8a* is to be substituted will be clearly crossed out so that the printer can continue on page 8 after he has set up the correction. If the correction takes up less room than the original copy, the old material may be crossed out and a strip of paper bearing the correction pasted over the deleted lines.

Reproductions

Roughly speaking, printed illustrations may be divided into two classes: line cuts and half tones. Perhaps the best way to explain the distinction between the two, without going into detail, is to say that half-tone plates are made from photographs, and line cuts are made from all other types of illustrative material, such as pen and ink drawings, charts and graphs, typewritten material, and so forth. But if any of the latter possess solid shading which has been gained by any means other than the use of lines, a half-tone plate is necessary.

In submitting photographs, always try to obtain the original. Glossy prints, rather than soft finishes, reproduce best. Photographs clipped from other publications rarely give good results. If a photostat is to be used, be sure to submit the positive, or black on white; not the negative, or white on black. To obtain the best results from typewritten material, prepare your copy with a black silk ribbon and a pica type machine. Also be sure that your type is perfectly clean. If the letter *o* and the letter *a* are filled up with ink and lint, the reproduction will appear spotty and slipshod. Reproductions made from newspaper clippings

are rarely satisfactory owing to the poor quality of newsprint paper and the speed with which newspapers are printed.

Illustrations containing a great deal of minute detail should never be reduced to more than half their original sizes. Some illustrations cannot stand even a half reduction.

All illustrative material should be plainly marked with the number of the page in the manuscript where it is to appear. Also, if any of the photographs or drawings require special treatment, full instructions should be written and attached.

Footnotes

Footnotes are placed at the bottom of the sheet on which the reference is made. A straight line above the footnote should separate it from the rest of the page. Some authors prefer to insert footnotes immediately after the text material to which they refer. If this plan is followed, two typed lines should set off the footnote from the preceding and following text.

Unless only a very few footnote references are necessary, number the footnotes and follow the same sequence throughout the entire article; in a book the number sequence of footnotes may be followed throughout each chapter only. Variations of the asterisk and dagger marks may be used to indicate occasional footnotes. For reference marks in a table, use italicized lower case letters or numbers in parentheses in order to prevent those notations from being confused with letters and figures which appear in the tables.

The purpose of the footnote is to give the authority for a statement or quotation, to refer to a more complete work, or to give additional information or comment. It must always be remembered that footnotes distract the reader's attention from the article itself, and their unrestrained use may destroy interest in the work. Material which is meant to be gone over hurriedly should never include footnotes, because they slow up the reading process. References in this type of writing should assume the conversational tone and should appear in the body of the article.

"Babenroth and McNamara, in their 1929 edition of *English in Modern Business*, stress in these words the importance of getting the reader's point of view: " In a work designed for a slower type of reading, a quotation may be separated from the preceding text and followed by a small number. (Use the variable line spacer on your machine to raise the number above the regular alignment, because one seldom has two sizes of figures on a typewriter.) This number is repeated at the bottom of the page to indicate the source of the reference:

¹ Babenroth, A. Charles, and McNamara, Edward J., *English in Modern Business*. New York, Prentice-Hall, Inc., 1930.

Footnotes which are law citations have this form:

Treadwell *v.* Clark, 114 App. Div. 493, affirmed 190 N. Y. 51.

Front matter

Each section of the front matter of a book or pamphlet should start on a separate sheet. Roman numerals may be used to number these sheets, particularly for a lengthy book which will probably be paged by the printer before the front matter is ready. The sequence of front matter pages usually runs as follows: half title, frontispiece (if any), title, copyright, dedication (if any), preface or foreword, and table of contents. (A half title is nothing but the title itself, repeated in somewhat smaller type than the title proper, and placed alone on the right-hand page directly preceding the title page.) The frontispiece should of course face the title page.

The title page should be arranged with the typing centered, just as it is to appear in the book or pamphlet. The preface, foreword, or introduction may be typed in the same form as the body of the manuscript. The table of contents should be typed in the form in which it will appear, except that page numbers cannot be inserted until page proofs are received from the printer. A lengthy table of contents is often not set until after the book is paged, so that you are able to insert the numbers right in the typed copy. A specimen of a table of contents follows:

CHAPTER	PAGE
VI. SOCIAL LETTERS	
Invitations	
Formal	
Informal	
Acceptances	
Regrets	

Bibliography

A bibliography may follow each chapter of a book, or it may be assembled at the end of the book following the last chapter. The author's name comes first, followed by the title, the place of publication, the publisher, and the copyright year of the book.

Schluter, W. C., *How to Do Research Work*. New York, Prentice-Hall, Inc., 1929.

In listing several works by one author, it is not necessary to repeat the author's name; a typewritten line of about four spaces serves as a ditto mark.

Schluter, W. C., *How to Do Research Work*. New York, Prentice-Hall, Inc., 1929.

——— *Credit Analysis*. New York, Prentice-Hall, Inc., 1931.

When reference is made to an article in a magazine or newspaper, give the full title of the article, the author's name, and the date of the issue. Sometimes the pages and volume are given, when the article is taken from a publication that has already been bound.

Kline, I. H., "An Analysis of Credit Conditions." *Oral Hygiene*, p. 22, January, 1932.

Note: Occasionally, where it seems desirable to place emphasis on the title of the book, and where nothing would be gained by attempting to make an alphabetical arrangement according to authors, the title may come first. Book reviews in newspapers follow this order. The practice has been followed in the listings made at the ends of the chapters in this book.

Appendix

Pages of material which is to go in an appendix should be

numbered separately. Appendix material may quite properly be a glossary of terms; long, quoted passages; forms; answers to questions which appear in the body of a work of textbook character; or matters of a reference nature. As a rule, the appendix should never be used as a depository for a great number of illustrations; the latter are far more effective when they accompany their references in the text.

Style sheets

Anyone writing a book should procure an author's style sheet from a publishing company, for it will enable him to prepare work according to the specific directions of that firm. Supplement the style sheet with a set of rules adapted to your own particular work. These rules should include a list of words to be capitalized and words which are not to be capitalized. You may decide that certain words in your article should be capitalized for the sake of emphasis; if so, you will want to follow this practice uniformly throughout the typing of the article. From handbooks on writing, formulate for yourself a set of rules of form, punctuation, grammar, and capitalization. This outline will be a guide to you in typing and will help to make your work consistently correct.

Editing the manuscript

Most writers are compelled to have their work retyped many times. First, a rough draft is made; then, the thoughts are gone over and rearranged in better form. Glaring mistakes in grammar and punctuation are corrected this time. A second copy is subjected to further refining. When each revised draft becomes so complicated with revisions that it cannot be read easily, another typing must be made. At last, the final polish may be given. Unless you are extremely interested in the work you are doing and are trying to help in making corrections, this repeated typing of manuscript work will become a deadly grind. On the other

hand, if you try to see improvement in each revised copy, you will be fascinated by the work. It has been said that books are not *written*, but *rewritten*; who should realize that fact more fully than the secretary to an author!

Final editing of a manuscript before it is submitted to the printer will be up to you, whether your employer joins with you in the work or not. Check the various headings to see that they correspond with the titles in the table of contents. All typographical errors and spacing errors should be corrected. Spelling, capitalization, hyphenation, punctuation, and grammar will have been pretty well straightened out in the earlier readings. Make sure that all inserts, cuts, and extraneous materials are correctly labeled and are included in the manuscript folder. References to previous or following portions of the work should be checked as you read, since revisions may have made your first references incorrect. For example, you may have written, "In Chapter V you will find" and then later have changed Chapter V to Chapter VIII.

When correcting a manuscript, make your corrections between the lines. Do not try to use the proofreader's marks shown on page 607.

Advertising and special copy

In writing straight matter for a good publisher or magazine, concern yourself little about the size of type or general setup of the material, for editors generally have much better judgment than a novice can have in regard to these matters. However, when you prepare copy for a job printer, it is advantageous to be acquainted with the different styles of type. Everything should be clearly and correctly marked. Such marking saves time for the printer and money for your firm.

In preparing advertising copy the layout should be of the approximate size of the advertisement to be used. You will need to know the sizes and kinds of type in order to plan the best

arrangement for your material in the allotted space. Emphasis and subordination can be worked out clearly if you make use of various sizes of type. (See pages 605 and 606.)

Each line should be clearly typed so that it can be easily read. Typing can seldom be put in the layout as space will be limited. Therefore, the layout sheet and the copy sheet must be accurately labeled so an operator will experience no trouble in locating each portion of the copy. This typed content sheet is then attached to the dummy, or layout, which shows the plan of the advertisement. Notices of meetings, letterheads, signs, name cards, bills, and other office printing are subject to size analysis. Great care should be taken in setting up printed forms to see that the line spacing conforms to that on a standard typewriter. This precaution eliminates the necessity for adjusting the alignment of a machine when one fills in the printed blanks on a typewriter. Also, be sure that ample blank space is left for typing all data ordinarily required in each particular space. Some forms are so poorly designed that the space in which a customer's name is supposed to be typed is not large enough to accommodate comfortably even such a short name as *A. B. Zee*. This trouble is all due to lack of foresight in planning the printing of the form.

Programs sent to newspapers are not set up in table form, but the items will appear in what is known as "run-in" form. The list of a cast of characters in a play will take this form: Mr. Smith, the banker, Martin Rush; Mrs. Smith, his wife, Mary Dale; Janet, their daughter, Phyllis Fair. A number of selections will be listed: Address of welcome, President Marsh; tenor solo, "O Thou Sublime, Sweet Evening Star,"—Tannhauser, Robert Manning; monologue, "Results of Christmas Shopping," Beatrice Berry; luncheon and dance selections, Gaylord's Orchestra. Remember this form in preparing copy for newspapers, but programs prepared to be printed for distribution should be typed in setup form before they are submitted to the printer. Usually the right-hand margin must be even, as well as that on the left side.

Tenor solo	<i>O Thou Sublime, Sweet Evening Star</i>	Tannhauser
	Robert Manning	
Monologue	<i>Results of Christmas Shopping</i>	.Selected
	Beatrice Berry	

When preparing headlines, try to write one containing a verb, but never use the past tense. If the heading occupies more than one line, use the inverted pyramid form which directs the eye down toward the main body of an article. Such lines should break according to sense; that is, the first line should not end with a preposition or an article. Under no circumstances should accuracy be sacrificed in order to make a heading look well in a certain amount of space. In arranging typewritten lines to fill a certain space in printing, note that the opening between words and most letters count as one unit. The letter *i*, the comma, the semicolon, the period, and the single quotation mark are each half a unit; the letters *m* and *w* are one and one-half units. Long portions of material such as articles for magazines may be written on sheets with margins adjusted to the average number of words on a printed line in the magazine column.

Type faces and their sizes

Following are three tables that illustrate some of the various sizes and kinds of type. The first shows the same line set in sizes ranging from 6-point to 48-point. (A point is $\frac{1}{72}$ of an inch.) Note that, beginning with 24-point, the entire sentence in one line across the page of this book cannot be set.

The second table shows a line of 10-point type set in seven different ways. The important thing to note here is the fact that even though only one size is used, seven varieties are possible. However, all these combinations are not always available with every type face display table. They *are* available for most of the type faces used in printing magazines, books, and newspapers.

The third table shows a few of the various families of type set in 14-point. (The line of typewriter type is of course 12-point

or pica.) While there are many others, the few printed will illustrate the fact that all type does not look alike.

Space between lines of type is called leading. The lines that you are reading now are leaded two points. If you are ever tempted to instruct the printer to set a piece of copy solid, that is, with no leading between the lines, remember that type set in this way is hard to read. Type matter leaded one, two, or even three points is always easier on the eyes. *The larger the type, the heavier the leading* is a good rule to follow.

I

This line is set in 6-point type.

This line is set in 7-point type.

This line is set in 8-point type.

This line is set in 9-point type.

This line is set in 10-point type.

This line is set in 11-point type.

This line is set in 12-point type.

This line is set in 14-point type.

This line is set in 18-point type.

This line is set in 24-point
type.

This line is set in 30-
point type.

This line is set in
36-point type.

This line is set
in 48-point

II

THIS LINE IS SET IN CAPITALS (OR CAPS).

THIS LINE IS SET IN CAPS AND SMALL CAPS.

THIS LINE IS SET IN SMALL CAPS.

This Line Is Set in Caps and Lower Case.

this line is set in lower case.

This line is set in italic.

This line is set in boldface.

III

This line is set in Caslon lightface.

This line is set in Caslon bold.

This line is set in Caslon Italic.

This line is set in Scotch Roman.

This line is set in Garamont.

This line is set in Kennerley.

This line is set in Cheltenham bold.

This line is set in Century.

This line is set in Bookman.

This line is set in Bodoni.

This line is set in Bodoni Bold.

This line is set in Sans Serif Bold No. 330.

This line is set in Cloister.

This line is set in French Round Face.

This line is set in Script.

This line is set in typewriter type.

Proofreading

After a manuscript has been accepted and set up, it will have to be proofread. Galley proofs consist of long, narrow sheets ap-

PROOFREADER'S MARKS

Λ	Make correction indicated in margin.	┌	Raise to proper position.
<i>Stet</i>	Retain crossed-out word or letter; let it stand.	└	Lower to proper position.
....	Retain words under which dots appear; write "Stet" in margin.	///	Hair space letters.
<i>Stet</i>		<i>W.f.</i>	Wrong font; change to proper font.
x	Appears battered; examine.	<i>Qu?</i>	Is this right?
≡	Straighten lines.	<i>l.c.</i>	Put in lower case (small letters).
✓✓	Unevenly spaced; correct spacing.	<i>s.c.</i>	Put in small capitals.
//	Line up; i.e., make lines even with other matter.	<i>Caps</i>	Put in capitals.
<i>run in</i>	Make no break in the reading; no ¶	<i>Cx.c.</i>	Put in caps and small caps.
<i>no ¶</i>	No paragraph; sometimes written "run in."	<i>rom.</i>	Change to Roman.
<i>out see copy</i>	Here is an omission; see copy.	<i>ital.</i>	Change to Italic.
<i>¶</i>	Make a paragraph here.	≡	Under letter or word means caps.
<i>tr</i>	Transpose words or letters as indicated.	=	Under letter or word, small caps.
<i>J</i>	Take out matter indicated; dele.	—	Under letter or word means Italic.
<i>3</i>	Take out character indicated and close up.	~	Under letter or word, bold face.
℄	Line drawn through a cap means lower case.	⁂/	Insert comma.
⊙	Upside down; reverse.	⁂/	Insert semicolon.
⊂	Close up; no space.	⁂/	Insert colon.
#	Insert a space here.	⊙	Insert period.
⊥	Push down this space.	/?	Insert interrogation mark.
□	Indent line one em.	(!)	Insert exclamation mark.
⌈	Move this to the left.	/=	Insert hyphen.
⌋	Move this to the right.	✓	Insert apostrophe.
		⌈	Insert quotation marks.
		⌋	Insert superior letter or figure.
		⌌	Insert inferior letter or figure.
		⌍	Insert brackets.
		⌎	Insert parenthesis.
		⌏	One-em dash.
		⌐	Two-em parallel dash.

proximating three pages of the finished book, depending upon the size of the page. Two sets of proofs, together with the manuscript, will be sent to you by the publisher or printer. Read the set which contains the printer's corrections, carefully marking any errors not caught by his proofreader. Use the proofreader's marks shown on page 607 and 608.

Have someone read the original manuscript slowly while you

A PIECE OF CORRECTED PROOF

6. c. It does not appear that the earliest printers had any method of
 ✓✓✓ correcting errors before the form was on the press. The learned
 & learned correctors of the first two centuries of printing were not
 # ;/ proofreaders in our sense; they were rather what we should term & 9
 not/ office editors. Their labors were chiefly to see that the proof corre-
 sponded to the copy, but that the printed page was correct in its
 Cap/ / latinity ~~that the words were there~~, and that the sense was right. *Stt*
 & They cared but little about orthography, bad letters or purely printer's
 errors, and when the text seemed to them wrong they consulted fresh
 authorities or altered it on their own responsibility. Good proofs in
 not # the modern sense, were impossible until professional readers were
 m employed men who had first a printer's education, and then spent
 i/ many years in the correction of proof. The orthography of English,
 which for the past century has undergone little change, was very
 w. f. fluctuating until after the publication of Johnson's Dictionary, and
 capitals, which have been used with considerable regularity for the
 Spell past 80 years, were previously used on the miss or hit plan. The
 9 approach to regularity, so far as we have may be attributed to the
 growth of a class of professional proof readers, and it is to them that
 we owe the correctness of modern printing. More errors have been
 found in the Bible than in any other one work. For many generations
 it was frequently the case that Bibles were brought out stealthily,
 from fear of governmental interference. They were frequently printed
 [from imperfect texts, and were often modified to meet the views of
 h/ those who published them. The story is related that a certain woman
 & in Germany, who was the wife of a printer, and had become disgusted
 I/f/ with the continual assertion of the superiority of man over woman
 which she had heard, hurried into the composing room while her
 husband was at supper and altered a sentence in the Bible, which he
 was printing, so that it read Narr instead of Herr, thus making the
 verse read "And he shall be thy fool" instead of "And he shall be thy
 Cap lord." The word not was omitted by Barker, the King's printer in
 England in 1632, in printing the seventh commandment. He was fined
 41 £3000 on this account.

check the proofs, in order that you may detect omissions and variations, as well as typographical errors. Check figures very carefully.

Go over the proofs once more yourself, watching form and spelling. When you are satisfied that all necessary corrections have been made, copy all corrections onto the duplicate proof sheets.

Keep this latter set for your files and return the other set of proofs and the manuscript as quickly as possible to the publisher or printer. Manuscript not yet in type should be sent by American Express insured or by registered mail. Insure all proofs sent through the mails.

In the case of magazine articles, the first, or galley, proofs are all that will be sent to you; but as the author of a book, you will receive page proofs, also, after the corrected galleys have been returned to the printer. This practice gives you one more opportunity to check proofs. Page proofs also give you a chance to check the placement of footnotes, illustrations, and other reference material. Content changes can be made on proofs, but the cost is usually charged to the author; content is supposed to be correct on the manuscript. However, if a change is important, do not hesitate to call your employer's attention to the necessity for correction on proofs. Try to make inserts the same length as deletions; that is, six words can seldom be put in where one is taken out.

Indexing

Return one set of page proofs at once, and from the other compile your index. This work will bring into play all you have learned about filing, indexing, and making cross references. Each topic should be put on a 3 by 5-inch card and the page number should follow it. If a number of cross references must be made, make out a separate card for each reference:

Topics:

Filing, 27

Types of filing, 27
Filing and office routine, 27
Filing, secretarial duties in, 27

Note: In order to have complete cross references, you will have to make seven cards to list each of the following items separately:

Filing, 27
Filing and office routine, 27
Filing, types of, 27
Filing, secretarial duties in, 27
Types of filing, 27
Office routine, filing and, 27
Secretarial duties in filing, 27

The cards carrying the above inscriptions should be filed alphabetically, by first letters only, in a box. When the entire book has been gone through in this manner, the cards are taken from the alphabetic divisions of the box and the topics under each letter arranged in further alphabetic sequence. Duplications are eliminated and all necessary editorial work is completed, after which the cards may be numbered with an automatic numbering stamp and sent to the printer. In cases of unusual arrangement of an index, the items on the cards may be typed, double space, on 8½ by 11-inch sheets of paper. Note the following:

Filing, 27
 and office routine, 27
 secretarial duties in, 27
 types of, 27
Office routine, filing and, 27
Secretarial duties in filing, 27
Types of filing, 27

In smaller indexing problems, twenty-six columns are prepared on a large sheet of paper. Spread this sheet out on a table and go through your reading matter page by page, indexing and cross-indexing under the various letters. When you have finished, alphabetize the headings under the various columns by numbering them in the order in which the topics should appear. Letters

may be used to indicate the order of the subdivisions under the topics. Typing from such a numbered list makes arrangement easy.

(Numbered list)

- ③ Statistical charts, 18
- ① Secretarial duties, 34, 72
 - ④ shorthand, 27
 - ⑧ filing, 45
 - ⑥ telephone supervision, 75
- ② Statements of account, 41

(Rearranged list)

- Secretarial duties, 34, 72
 - filing, 45
 - shorthand, 27
 - telephone supervision, 75
- Statements of account, 41
- Statistical charts, 18

In checking the final copy of the index, cross off each subject that conforms to one on the original list; in this way, you will be able to detect any omitted items.

Copyright

In preparing material for publication, be careful not to use copyrighted passages or illustrations without written permission from the publisher.

When you prepare the front matter for your book or pamphlet, you will, of course, include a copyright notice. This notice should read as follows: *Copyright, 19—, by ————*. All rights reserved. *Printed in the U. S. A.* It should appear on the title page or on the reverse side of the title page, preferably the latter.

To copyright a work, obtain an application blank from the Register of Copyrights, Washington, D. C. (When requesting a blank, indicate whether the work is being published for the first time in the United States, whether it is a new edition of an old publication, or whether it is typewritten manuscript that has not yet been set in type and printed.) After filling out the application blank, send it to the Register of Copyrights, together with a certified check for \$2 and two copies of the book or pamphlet you are copyrighting.

Material to be duplicated

Many types of office work can be duplicated by mechanical processes other than printing. Not only is uniformity assured by making a great number of copies of notices of meetings, instructions, form letters, and similar kinds of typewritten work by such processes, but usually economies are effected.

When the proof of such work comes to you, be more than ordinarily careful to detect all errors. Naturally, this admonition does not mean editing the copy; it merely refers to checking the typewriting, spelling, and division of words at the end of lines. Copy for any type of duplicated work should be so carefully prepared before it is submitted that any good copyist will have practically no reason for making errors. Occasionally, however, things do happen that must be corrected before the run is made. For example, a stencil cutter may type a table for a race and, in the boxing, write, "Number of Hards Run," for "Number of Yards Run." Such an error is so obviously wrong that probably few readers will take more than passing notice of it, and you will have to decide whether it is desirable to lose time and money in having the correction made. However, some errors kill the whole purpose of a duplicated mailing. Be particularly careful to check dates and titles which are easily neglected in a hurried reading. For example, a few years ago the very poetic title "Follow the Star" appeared as, "Follow the Rats."

Mimeographing

The people who operate a stencil cutting machine in a large office are often boys and girls who have mechanical skill that is not backed up by much business experience or education. For that reason, you will want to put much time and thought into the preparation of original copy to make it exactly as it is to appear on the finished copies. Even if you do the stencil yourself, you will be unwise to risk working from a rough draft or from material on which much extemporaneous editing has to be done.

Because exact measurements are important in turning out acceptable mimeographed work, a good secretary often saves time and expense by preparing the stencil herself and sending it out to be run off. Of course that effort presupposes that the secretary has available a machine with sharp type. The original stencil will have been proofread on the backing sheet, so if you prepare your own stencils, all you will have to do is to see that placement of work on the proof sheet is as you originally planned and, if not, mark it for adjustment before the run is made.

Changes on mimeographed work are very hard to make after a stencil has been removed from the typewriter. If the mimeograph machine has been run to take off a proof, a new stencil nearly always has to be cut if changes are indicated. The inked copy cannot be inserted in the typewriter again (at least until it has been thoroughly blotted and dried) so practically all corrections possible are those that can be made with a stylus or by blocking out undesired portions of the writing with correction fluid.

Multigraphing

Multigraph duplicators are used for producing a very great number of copies. An operator types or writes on a master sheet on which mistakes can be erased. From this master sheet a plate is made. The advantage of this process is that, from odd-sized material, copies may be produced in such reduced size that they will fit into a regular binder. The master plate can be used for a hundred thousand copies and then cleaned and stored until additional runs are needed.

The usual multigraphed copy, however, is produced from type which is set much like that for printed matter. The copies look almost like typewritten work and, if the weight of inking on your typewriter ribbon matches the inking on the multigraphed copies, addresses and other data may be so carefully inserted that only an expert can detect that the processed letter is not typewritten. Multigraphing of small lots is generally more expensive than

mimeographing, but you will usually be wise to choose multigraphing for making copies of letters because of the sharpness of the impressions.

Corrections on multigraphed work are rather easily made. The type is merely changed in the incorrect spot. For this reason, one does not need to hesitate so much about slightly editing multigraphed proof as in editing proof on which an entire stencil must be rewritten to effect the change. However, bear in mind that any correction must involve practically the same amount of space as was originally used. If the inserted part is longer or shorter than the space used for deleted matter, an entire paragraph may have to be reset. Writers who understand multigraphing try to use as many paragraphs as possible in preparing their original copy in order that hand setting of long paragraphs may be avoided if corrections are necessary.

Photographic duplicating

For many years photostating of valuable papers has been done, but the service is usually available only in large business centers. The first copy is called the "negative" and is black where the original is white and white where the original is black—in other words, white writing on a black background. If a person wishes to convey only knowledge of the contents of a paper, this negative can be used, and it is inexpensive. The next process produces what is called the "positive," which is the black writing on white paper. Always state whether negative or positive copies are desired; otherwise, the more expensive positive copies will usually be sent.

The photographic process features the condensing of material for office use or the enlargement of miniature copy so it fits standard equipment. Accuracy is assured by this method. Valuable documents are nearly always photostated because, at best, a typewritten copy is *a copy*, the accuracy of which the reader has no proof, but a photostatic copy is *a picture of the original document*.

Photographic duplicating formerly was done on paper which

was very heavy, but such a wide range of papers can now be used that "photo offsetting" is successfully competing with other methods of duplication.

Typing original copy for offsetting demands expert skill. Erasures should not be made, but corrections that are absolutely necessary can be made with a safety razor blade. Especial care must be exercised not to get smudges or fingermarks on the original paper, because any mark will photograph and appear on all of the copies.

Addressographing

Addresses on envelopes and other forms of typing which must be printed repeatedly can be transferred to addressograph plates. These are filed when not in use. Mailing lists, statements, payrolls, dividend payments, and similar matter are generally duplicated by this process.

In general practice addressograph plates are embossed. Ordinarily machines are set for indenting, but a mechanical adjustment of the machine makes it possible to emboss names on plates. Such plates are not used for printing; the plates themselves are used. These metal tags may be nailed to boxes for shipping or used elsewhere if printing is likely to be exposed to the atmosphere. Nurseries use these plates as tags for rosebushes and other products.

The post office makes provision for notifying a sender when an addressee has moved and left another address. Be sure that changes are forwarded to your plate file clerk as soon as these notices arrive. Another service available is the checking of addressograph lists with postal lists in various cities. For example, you may submit your entire list of customers in Milwaukee to your local post office, and it will be checked in Milwaukee. In submitting lists of new names to your addressographer, have names filed geographically, because he will usually have his files set up in that way to take advantage of postal rates.

Gelatine and fluid duplicating

Probably most of you remember when your teachers in the lower grades made a pan of gelatine and produced copies of examinations and other typed or handwritten matter. An indelible carbon paper or an indelible typewriter ribbon was used in making the master sheet. This process is made commercially in pads, on thin rolls, or as a gelatine film, and the machines can be run mechanically. Original and repair costs are small on this equipment, and copies can be made inexpensively and quickly. Color work can be produced economically and with little effort. Of course, only very limited runs are possible, and the work is not usually very clear cut.

Varityping

Writing machines are designed with several sizes and styles of type which may be used on the same piece of work. Copy for gelatine or fluid duplicators and stencils for other types of duplicators can be very attractively prepared on the varityper. If you have a piece of advertising copy, a program, or a booklet, you may want to specify that the stencil be varityped.

Care of duplicating materials

Nearly all materials for duplicating have a wax or a carbon base, and they must be kept in a cool place. Usually they are wrapped in wax paper and sealed so they will not dry out. They should never be exposed to the sun or to the light for any unnecessary period of time.

Stencils can be cleaned by blotting the ink from them carefully with old newspapers or by using a commercial cleaner. Dry them thoroughly before storing them away. In filing for future use, be sure that folders are put in an upright position because weight on a stencil ruins it for further use.

Duplicating as a hobby

Secretaries often take up duplicating as a hobby, and occasionally one hears of a person who adds considerable cash to his income by doing the work after office hours. Small towns often have use for such a business if they can be educated to its use.

Before you attempt this type of work, be sure that you are an excellent typist and that you have an adequate English background. If you are running your own business, you will have no one to whom you can refer problems. You must be sure that you are a sales person, a good collector, and have ability to deal with people who are not pleased with their work or who really do not know how they want work done.

Equipment is expensive (when it must be financed from the ordinary secretary's salary), and losses are bound to come to you on work. Hence you will need to consider your capital carefully. However, the experience is worth much to you and, if you possess the physical stamina necessary to carry on this work outside of office hours, you may be amply repaid.

Learning new machines

Get the model and number of any machine you are required to operate. Write the maker for instructions. Most of the companies also have repairmen who are able to train an operator for your company. Courses at the branch office near you are also open to secretaries who must operate some special machine. Get all the help you can and do the best job possible. Running different types of duplicating machines is an excellent way to gain experience on editing and proofreading manuscripts and often leads to literary or advertising work if you are alert enough to study what goes through your machines.

BOOKS THAT HELP SOLVE MANUSCRIPT AND PRINTING PROBLEMS
Author's Style Sheet (most publishing companies).

Printer's Type Book (most printing companies).

Manual of Style, University of Chicago Press, Chicago.

Style Book for Writers and Editors, Thomas Y. Crowell Company,
New York.

Language for Men of Affairs, James Melvin Lee, The Ronald Press
Company, New York.

Methods and Status of Scientific Research, Spahr and Swenson,
Harper & Brothers, New York.

CHAPTER TWENTY-SEVEN

Secretarial Self-Rating Test

"The darkest shadows of life are those which a man himself makes when he stands in his own light."—LORD AVEBURY.

"We are met on the broad pathway of good faith and good will, so that no advantage is to be taken on either side, and all is to be openness, brotherhood, and love."

—Penn's Treaty with the Indians.

Knowing your own value

In this manual, we have been considering some of the criticisms that employers make of secretaries as a class. These chapters must have convinced you that many secretaries are not the "ministering angels" so necessary to office efficiency. We have tried to meet these secretarial criticisms in a fair way—on the one hand, by giving help to the secretary whose mistakes indicate that there is still room for improvement in her work, and, on the other hand, by quite frankly pointing out the injustices of some of the demands that are made by thoughtless businessmen.

The knowledge you have gained of this profession which calls for the very best that is in you should make you less confident of your infallibility; the knowledge that employers sometimes make criticisms without good reason should help you to understand that you have human limitations. Little will be gained by dwelling upon your failings (except to rectify them), and nothing will be gained by resenting your employer's uncomplimentary opinions of your ability. Like William Penn, you will do well to sign a treaty with this "Indian" who you think has been trying to get your scalp, and then bend your energies toward doing the things which will enable you to dwell with him in peace and contentment.

Contentment and satisfaction are not so much a matter of what another thinks of you as of what you think of yourself. Just what value do you place on your services? Honestly, if you were in your employer's position, would you retain yourself as secretary? Are you the type of employee whom you would trust with a business deal? Are you familiar enough with the business in which you are engaged to do first-class secretarial work for your employer? Do you think you are making the maximum progress in the amount of help you are able to render? Just how much bluff is there in your knowledge of secretarial procedure; how much do you really know?

When considering your value, always think of yourself in the light of your present position—not in that of some imaginary position in which you wish you might be placed.

Rating the test

No attempt has been made to evaluate the following questions. In some offices the emphasis may be put on one phase of secretarial technique; in another office a seemingly unimportant thing may be the factor which will determine the degree of your success. The large number of questions included will probably overcome any lack of balance they may possess if considered in relation to just one particular office. The questions themselves should direct your attention to some of the qualifications which all secretaries need to develop in order to put secretarial work on a professional basis of the highest grade.

Five degrees of efficiency may be used in marking a quality which is considered good enough to enable its possessor to hold a position in so far as that quality is concerned. These classifications might be designated with five figures, as follows:

1. In this matter I am on the borderline and always in danger of dismissal, were other qualities not weighed.
2. In this matter I am only fair and scarcely worthy of trust, although I am usually right.

3. In this matter I am a good, average secretary. My efficiency would impress anyone neither as particularly high nor particularly low.
4. In this matter I have developed a degree of skill which makes me very efficient in the position I now hold.
5. In this matter I have developed such a high degree of efficiency that I would feel myself perfectly capable of doing a creditable piece of work in it anywhere.

Mark each question with 1, 2 3, 4, or 5, depending upon your own opinion of your value. If you think you do not know enough about a single item to hold your position were your employer to realize your inefficiency, mark that question 0. If there is no occasion for your knowing anything about a certain type of work referred to in a question, do not mark that question at all. When you have finished, add your scores and divide by the number of questions which you have answered. This process will give you a figure fairly indicative of your general secretarial ability in the position you now hold.

Illustration

Is my shorthand easy for me to read?		3
Do I make neat erasures?		1
Do I know postal rates?		0
Is my typewriting fast enough for a teletype?		-
Am I familiar with our filing system?		$\frac{4}{8}$

Question 3 is marked 0 because I go out to ask others the rates my employer expects me to know. Question 4 is not marked, because we have no teletype. Four questions have been answered. When the total of eight points are divided by four (the number of questions), I have a score of two points, which makes it evident that I have ample room for learning more about secretarial technique.

Try to be neither too lenient nor too harsh in your judgment of your ability. This test should represent your honest opinion of your secretarial qualifications.

SELF-RATING TEST

1. Have I become interested in the work I am doing?
2. Do I know the fundamentals of the business in which I am trying to help my employer?
3. Am I able to see things from my employer's point of view instead of from my own angle?
4. Do I understand the kind of help which best serves my employer's various needs?
5. Is my belief in the dignity of secretarial work so strong that I do not feel impelled to defend it, even to my employer?
6. Can I relax to such a point that my poise helps to relieve the tenseness of the office atmosphere?
7. Am I eating enough breakfast each morning to sustain the bodily vitality necessary to meet the hardest part of the business day?
8. Do I keep myself mentally alert by engaging in social, recreational, or educational pursuits after a busy day in the office?
9. Is my humor based on a wholesome sense of enjoyment or on narrow sarcasm and destructive ridicule? (Is it the kind that laughs with people, not at them?)
10. Can I enjoy an office joke without repeating it later?
11. Can I work to advantage with people, submerging thoughts of age, sex, color, religion, or social position?
12. Am I able to maintain a friendly relation toward fellow workers without revealing to them my personal and family problems, or the problems of my own sphere in the office?
13. Is my shorthand good enough to take unfamiliar dictation and not simply the matter confined to the particular job in which I am now working, wherein memory plays an important part?
14. Have I mastered the technique of verifying and correcting matter which is not clear to me, without being offensive to the dictator?

15. Is my typing speed up to a point at which I can do my work rapidly, perfectly, *and* with ease?
16. Have I been able to overcome the typing errors which take much time for correcting?
17. Am I careful to check work before taking it from the machine?
18. Just how well developed is my ability to erase?
19. Do I arrange mail so that it can be easily and efficiently read by my employer?
20. Are the addresses on envelopes which I mail clearly written and well placed?
21. Am I familiar with postal rules and rates?
22. Do I put through with dispatch quantity jobs, such as stamping, folding, and similar motion-study operations?
23. Have I mastered the systems of filing used in our office?
24. Is my filing done systematically?
25. Are my files cleared regularly, whether this process involves making new folders or discarding obsolete materials?
26. Have I a tickler system for following up materials taken from my files?
27. Do I have a plan for periodically or continually straightening files in current use?
28. Have I formed the habit of ordering supplies before they are needed?
29. Do I check supplies as they are brought to the office, and also bills, if no one else is held responsible for prices?
30. Are supplies arranged so they will not become damaged?
31. Is my judgment of office needs good, and yet in harmony with a policy of business economy?
32. Am I capable of keeping an office in order, or of seeing that those responsible for its care do their duty?
33. Are office visitors pleased with my business efficiency, or do they tolerate my work because of my personality or my position?
34. Do I thoroughly understand my employer's policy in dealing with visitors, and am I carrying it out?

SECRETARIAL SELF-RATING TEST

35. Am I efficient in relieving my employer of interruptions and distractions when he is busy with a caller?
36. Can I put people at ease, or do I think of myself and my ability to please them to such an extent that they are unable to concentrate on the business which is the reason for their call?
37. Is my voice so poorly controlled as to be distracting to those in the room?
38. Do I know the types of telephone service?
39. Does my telephone voice convey to listeners the service ideal of an efficient office?
40. Am I familiar with telephone directories to such an extent that I make maximum use of their information?
41. Have I a telephone memorandum pad near enough to the telephone instrument so that I can use it to aid me in taking down and remembering messages?
42. Do I understand the different types of telegraphic service?
43. Can I condense messages so that they are short and yet contain all necessary information clearly expressed?
44. Is my typing fast enough for teletype operation?
45. Am I familiar with the technique of travel?
46. Can I anticipate my employer's needs on his various trips?
47. Am I acting for my employer in his absence in a manner which will meet with his approval?
48. Do I arrange office matters in such a way as to make my employer feel that he is "welcome home" instead of feeling he is coming back to a place where trouble has been stored up to await his arrival?
49. Am I thoroughly familiar with bank account operation?
50. Can I effect a reconciliation of accounts?
51. Am I scrupulously careful of money handed to me and of records of incoming and outgoing cash?
52. Do I carefully preserve receipts and bills so that I can prove all disbursements?
53. Do I possess sufficient system and discretion to be worthy of being entrusted with payroll work?

54. Am I acquainted with financial and business sections of the newspapers taken in our office?
55. Do I know the value of charts and graphs used in our line of trade?
56. Am I aware of styles of business writing best suited to our work?
57. Is my coöperation with newspapers in line with the policies of my concern?
58. Could I lend valuable aid in production of a house organ or trade periodical?
59. Am I able to help my employer with his trade writing or with a business speech?
60. Do my suggestions give to my employer that little assurance which every person needs to make himself confident that his work is good?
61. Can I maintain toward my employer's efforts an honest attitude which will make him welcome my aid, because he realizes I am neither an idle flatterer nor a carping critic?
62. If an employer does not accept my suggestions, can I yield to his decision without resentment, by always remembering that I may be correct but he has a right to his own way because he is head of the office and he pays me to do *his* work for him?
63. Do I know the chief books of reference?
64. Have I knowledge enough of our business to exercise good judgment in decisions I must make?
65. Am I really dependable enough to enable my employer to feel confidence in delegating authority to me?
66. Do I know how to write a letter of application?
67. Have I mastered the points of a good interview?
68. Am I able to put a proper evaluation on my services and go out and sell them to an employer who can best use them?
69. Do I know which criticisms of my work are justified and which are unfounded faultfinding?

70. Have I an inferiority complex which makes me resent criticism to such an extent that I cannot profit by it?
71. When I make an error, can I forget it instead of living it over two or three times?
72. When I want to restore harmony in the activities of our office, do I begin with myself instead of with others?
73. Have I a fairly thorough knowledge of the spelling of terms commonly used in our business?
74. Am I careful to verify the spelling of any word which I have a faint feeling might be incorrect?
75. Do I control expression of my personal opinions?
76. Is my voice pleasing to listeners?
77. Is my enunciation of words clear and correct?
78. Are my judgment and knowledge of capitalization rules sufficiently well in hand to enable me to relieve my employer of giving directions in regard to the transcription of his dictation?
79. Do my judgment and knowledge of abbreviating principles enable me to transcribe correctly?
80. Can I read numbers correctly?
81. Would my choice of a word or a figure to express a number best convey the thought my employer had in mind?
82. Am I able to change a sentence or a paragraph which is not clear, without destroying my employer's style of writing?
83. Should I feel satisfied with my knowledge of punctuation?
84. Do I know how to use a dictionary to determine whether a common noun form may be used as a verb, or to determine the interchangeability of other parts of speech?
85. When a pronoun is used in a sentence, do I refer to previously transcribed material to see that it has a clearly expressed antecedent?
86. When transcribing a verb, do I refer back to the subject to see that it agrees with the verb in number?
87. Am I careful to avoid a double negative?
88. Can I use a dictionary to determine the comparison of adjectives and adverbs?

89. Do I make ample use of a dictionary to determine the proper idiomatic use of prepositions?
90. Have I such a command of English that I can be of help to my employer in suggesting words which will better express his ideas?
91. Can I eliminate stereotyped expressions from business writing?
92. Do I notice weak expressions when transcribing?
93. Am I able to detect passages which will be vague to a reader who is not so familiar with the subject as my employer and I are?
94. Am I familiar enough with my employer's personal aversions in writing that I do not annoy him by their repeated use in writing I do for him?
95. Is my knowledge of synonyms and antonyms so complete that I can change a word to avoid repetition without changing the meaning of a sentence?
96. Can I perceive when a word will be stronger if it is placed in another position in the sentence?
97. Have I command of a large vocabulary of commonly used words which will not be vague in meaning to most readers?
98. Am I able to follow directions implicitly?
99. Do I reduce oral instructions to writing so that I do not tax my mind with matters which can be better cared for on a tickler memorandum or in a book of instructions?
100. Am I familiar with all instructions in our secretarial manual?
101. If we do not have a secretarial manual, can I make one to guide the standardization of my own work?
102. Have I, ready for reference, directions for office letters which are so clearly expressed that a secretary coming in to substitute for me can follow my forms with a minimum of effort?
103. Can I write letters for my employer which reflect his style of writing rather than my own?

104. Am I relieving my employer of the necessity for dictating all letters which I might answer for him?
105. Have I an adequate conception of the legal pitfalls which must be avoided by a business letter writer?
106. Do I know the forms for social letters which I may be called upon to write?
107. Am I sufficiently acquainted with printing problems to prepare manuscripts which will be acceptable to publishers?
108. Do I know the rules for setting up material which is to be printed?
109. Have I a knowledge of proofreader's marks which I may use in correcting proof?
110. Is my knowledge of indexing sufficiently accurate for me to be entrusted with this part of routine work?
111. Have I a clear conception of the type and purpose of the meetings which I must report?
112. Is my knowledge of how to write up the minutes of meetings such that I am able to type these records in their best form?
113. Can I make all necessary preparations for a meeting without my employer's having to instruct me on each point?
114. Are my corporate records and materials in such shape that they can be inspected at any time by officials authorized to consult or use the records which are under my supervision?
115. Am I able to judge the things which are most important in my particular position and to subordinate to them those points of secretarial technique which are of minor importance?

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