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A STUDY OF SELECTED BUSINESS FIRMS IN THE BISMARCK-MANDAN EMPLOYMENT AREA WITH IMPLICATIONS FOR IMPROVEMENT OF AN OFFICE EDUCATION PROGRAM

Бу

Marilyn K. Nielsen

Bachelor of Science, Dickinson State College, 1965

An Independent Study
Submitted to the Faculty
of the
University of North Dakota
for the degree of
Master of Science

Grand Forks, North Dakota

August 1971 T1971

This independent study submitted by Marilyn K. Nielsen in partial fulfillment of the requirements for the Degree of Master of Science from the University of North Dakota is hereby approved by the Faculty Advisor under whom the work was completed.

Chairman, Business Education Department

Roy Advisor

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CHAPTER I

Introduction

The gap between school theory and actual work needs to be narrowed. We must train our students to meet the standards required in the various areas of his employment.

In connection with the need for more practical education, Tonne and Nanassey point out:

One of the faults of high school business education is that much of it is theoretical rather than practical. The solution to the problem of how to combine theoretical and practical education seems to depend on some form of cooperation between schools and industry. 1

Perhaps business educators should be asking themselves if business employers accept low standards simply because they find it very difficult or perhaps impossible to get employees who are well enough trained to meet the higher standards they might otherwise prefer.

The statement made by Norris, "People + Education = Jobs." seems to bring out the point that if businesses and educators will work together cooperatively, people will get an education and consequently find jobs.

Unless educators take a survey or in some other way determine what

Herbert A. Tonne and Louis C. Nepassy, <u>Principles of Business</u>
<u>Education</u>, (Dallas: Gregg Division, McGraw-Hill Book Company, 1970),
p. 163.

²Carol Norris, "How Education and Industry Can Work Cooperatively," National Business Education Quarterly, Summer, 1969, p. 36.

standards the employers in that aren are expecting, or requiring, it would be difficult for them to set their educational goals or standards in line with those of the employers. A need for close cooperation very definitely exists. The researcher feels a survey of the businesses, as done for this study, could be used by business educators of that area to indicate to them the standards expected by employers.

Students who are to have employable skills when they are looking for a job must gain them before that time. It would seem that school would be the place for them to start gaining these skills they are going to need. It is not possible for business educators to provide for them all the time, equipment, practice, training, and other things they will need, but it is important that enough be provided so they will have a basic knowledge and skills. It would not be possible to train each student for every specific job he might possibly need to do when he starts working on an actual job.

If he has basic skills on some of the more common types of machines and is able to use the available machines with at least some amount of accuracy and speed, he would probably be able to adjust to any of the various situations that might be encountered.

It is also important to teach students so they will be able to perform the miscellaneous duties that office employees encounter. They need to know about various common reference books, how to use them and when. It may be that they will need to be able to take charge of the office at times, so they should know about some of the responsibilities they may need to assume. It is also important that students know that salaries do vary from business to business and in the different parts of the state and country. They should know the possibilities of working

into higher positions or levels offered by some kinds of jobs over others.

Statement of the Problem

The problem of this study was to conduct a survey of the clerical and secretarial requirements as expressed by employers in the selected business firms in the cities of Bismarck and Mandan, North Dakota. This study also attempted to determine the conditions existing as to the clerical and secretarial employment situation concerning the following:

- 1. To determine the degree of competence possessed by the clerical and secretarial employees included in this study, relative to their skills, abilities, and personal qualities.
- To find to what extent the schools are meeting the training needs for prospective clerical and secretarial workers.
- 3. To form a basis for suggestions and recommendations in training clerical and secretarial employees to the educational institutes in this area.
- 4. To form a basis for suggestions and recommendations to those who are employing these clerical and secretarial employees.
- 5. An attempt to develop a closer relationship between the schools training the clerical and secretarial employees and the businesses hiring those employees.

Purpose of the Study

As employers of beginning clerical and secretarial workers, businessmen require that they have certain competencies. The standards and extent to which they are expected to meet those standards vary

with each employer. These standards may be determined by the type of business, by the nature of the work to be done and perhaps somewhat by the individual employers own personal expectations and desires. The personality characteristics required of these workers will vary from employer to employer also.

Our educational institutions should be training these clerical and secretarial workers while they are in school, so that they can meet the demands made by these businesses and employers.

It is necessary for us to evaluate and revise our curriculum so that it is in closer agreement with the community and business needs.

Office work is the second largest employment area in the United States, with approximately 16 percent of all employed persons found in this category. Also, office work is the largest employment area for women, with one-third of employed women in this category. 3

As Lomax said, there are two major objectives in business education. The first objective is to prepare students for business employment. The second objective being to prepare students for those business experiences that all citizens should be proficient in both in knowledge and performance.

Through the use of a survey the researcher will attempt to determine the expectations of office employers in order that the gap between what is taught and what is required may be narrowed as much as possible.

Harry Huffman, ed., "Criteria for Evaluation Business and Office Education," Objectives and Directions as the Result of Existing Vocational Legislation, National Business Education Yearbook, number 7 (Washington, D. C.: National Business Education Association, 1969), p. 19.

Harry Huffman, ed., "Criteria for Evaluative Business and Office Education," Principles for Evaluation for Business and Office Education, National Business Education Yearbook, number 7 (Washington, D. C.: National Business Education Association, 1969), p. 8.

It is the purpose of this study then, to help the business educator and the employers to work together more closely for the benefit of those students who will be seeking a job upon graduation from school.

Limitations of the Study

This study was limited to the cities of Bismarck and Mandan, North Dakota. Selected business establishments of various kinds that employed clerical and secretarial office help, were surveyed. An attempt was made to cover and include as wide a variety of business firms as possible from that area. Business establishments with as few as one officeemployee to as many as 85 full-time office employees were included in this study.

It should be noted here that not all of the clerical and secretarial office employees who were employed by firms surveyed, graduated from schools in either the Bismarck or Mandan, North Dakota area. This fact will make some difference when suggestions are offered and recommendations are made concerning the role of these schools in training office workers.

This study is limited to the data received from a personal interview and questionnaire. The personal interview was completed by the writer with the cooperation of the employer. The questionnaire was left with the employer at the time of the interview and then returned to the writer by way of a stamped self-addressed envelope left at the time of the interview. Each employer was given the opportunity to reply to each question in the interview and on the questionnaire.

Definition of Tarms

Certain selected business terms as applied to this study, have been defined as follows.

Clerk-Typist. An office worker who performs such duties as filing, billing, handling mail, answering the telephone, bookkeeping, operating business machines as well as the switchboard. This type of worker may also serve as an information clerk and receptionist.

Stenographer. -- An office worker who performs many of the duties of a clerk-typist but also transcribes from a voice-writing machine, and takes and transcribes dictation from shorthand.

Secretary.—An office worker who performs the duties of a stenographer, but in addition, assumes responsibility for operation of the office; and, also, supervises other office workers.

Employee or office worker. The person employed in business firms whose major duties are of a secretarial, stenographic or clerical nature.

Employer. The person in a business firm for whom the clerical, stenographic or secretarial office employee works.

Full-time worker. -- An office employee who works forty or more hours a week.

Part-time worker. -- An office employee who works less than forty hours per week.

CHAPTER II

REVIEW OF PERTINENT LITERATURE

The Cities of Bianard: and Mandan, North Dakota

Bismarck is located at the approximate geographical center of North Dakota, on the east bank of the Missouri River. It is the county seat of Burleigh County.

Mandan is located on the West Missouri Slope. It is the county seat of Morton County and is the oil refinery center of the Williston Basin.

The two cities have a combined population of 46,803 people, 34,703 of these in Bismarck and 12,100 in Mandan.

The name and location of Bismarck were determined by the Northern Pacific Railway when it was constructing the first transcontinental railroad which was to traverse the northern half of the United States.

The rail company established a city when it reached the east bank of the Missouri River in Dakota Territory in 1873, and it named this city Bismarck.

In 1883, Bismarck was named the capitol of the Dakota Territory. Then in 1889, when North and South Dakota were admitted to the Union, Bismarck became the capitol of North Dakota. Since that time, the area has experienced steady growth and has become the business, cultural and financial center of the central and southwest part of the state.

Based upon information obtained from: Polk's Bismarck City Directory, and Polk's Mandan City Directory, (Missouri: R. L. Polk and Company, 1969), pp. 7-15 and pp. 6-9.

Bismarck is the location of a new civic center with possible seating capacity of 6500.

Mandan is known as the second oldest incorporated city in North Dakota, with Fargo being the oldest. Mandan has taken a leading part in the development of the area located west of the Missouri River as its trade area.

The city was named for the early day tribe of Mandan Indians.

With the discovery of oil in North Dakota, Mandan was selected as the site of North Dakota's first major refinery by American Oil Company.

The two cities have very good school systems, both public and private, which would indicate that citizens of the area are highly interested in education.

There are two public senior high schools, one parochial high school, four public junior high schools, eighteen public grade schools and seven parochial grade schools. Bismarck also has a four-year college, a Junior College, a Priory, a Commercial College, two Schools of Nursing which are accredited, a Conservatory of Music, two Beauty Schools, a Dance Studio, and two Aviation Schools. It also has an Art Association, Community Concert Association, as well as several bands, concert choirs and orchestras.

Related Literature

Business educators and businessmen have published a dearth of information in books, professional journals, magazines, pamphlets, and other publications relative to clerical and secretarial duties and standards in the business office. Frequently the standards for clerical and secretarial workers set by businessmen and those set by business educators differ significantly.

Langemo feels:

Business needs secretaries and stenographers; in fact, the demand now is greater than is has ever been. Surveys reveal that approximately 200,000 new employers for secretarial jobs are needed each year in the United States.²

The increasing demand for new secretarial employees needed each year in the field of business, makes it imperative that business educators provide an education that will prepare their students for work.

According to Ealy, many changes are taking place in our society and business educators must ask themselves:

Are we realistically preparing our students to meet this ever-increasing demand for new and presently unknown skills that will be necessary during the life span of our current high school students?

In support of Ealy, Witherov stated: "Yes, clerical programs must change as the job picture changes."

Pearen feels that in order for business educators to prepare their students for the office of today, we must look at some of the changes that have and are taking place and we must then gear our program to take these changes into account.

Business educators need to be concerned about their students acquiring skills they can use and that will be adequate enough to insure

²Mark Langemo, "Focus on the Secretarial Program," <u>Business Education</u> Forum, October, 1970, p. 11.

Jane Faly, "Focus on the Clerical Program," Business Education Forum, February, 1971, p. ?.

Mary Witherow, "An Up-to-date Secondary Clerical Program," Business Education Forum, February, 1971, p. 18.

Fr. N. Pearen, "Office Practice for the "70s," Belance Sheat, February, 1971, p. 202.

successful employment. This is brought out in the statement by Mott:

Business Education is, as its name indicates, education for a successful, productive life in the world of business. It is the never ending task of business education departments to provide the necessary skills and competencies required in the operation of a business enterprise. . . . The course work in these areas must be designed so as to enable students with a business education department must constantly strive to change, delete; or increase their offerings so as to keep abreast with the rapidly changing characteristics of the business system.

It is possible that we need to emphasize the development of competencies in the off-set duplication process instead of the stencil duplication process or we may need to be developing competencies in the operation of printing calculators instead of key-driven calculators.

The basic aim of vocational education for stenographers and secretaries is to develop marketable stenographic-secretarial skills that will enable a person to obtain a job. 8

A survey is one way business educators can determine what the current needs are in their area and what the employers want in a prospective clerical or secretarial employee. It is also a very good way of determining what machines are being utilized, the skill required on those machines, typing and shorthand skill requirements, as well as various other information that may be pertinent.

Dennis L. Mott, "The Changing Role of Business Education," Balance Sheet, September, 1970, p. 26.

⁷J. Curtis Hall, ed., "Business Education: An Evaluative Inventory," Strengths of the Past and Present, National Business Education Yearbook, number 6 (Washington, D. C.: National Business Education Association, 1968), p. 6.

⁸ Thide, 5-6.

The importance of using a survey as one means of determining what the employers in the community want is brought out in the statement, "In determining the composition and sequence of the curriculum, we should continue to be guided by past experience, by advisory committees, by job surveys, by job analysis, and by research findings."

Brady states we should consider the following questions: "What are the machines to be used and the consequent preparation needed by tomorrow's clerical worker?" and "What new knowledges, attitudes, and understandings do our general clerical students need today?" A survey would be helpful to business educators in answering these questions. They could determine the kinds and makes of machines that would be used on the job as well as determining how much skill and proficiency were needed on those machines. 10

Maliche feels that a change in curriculum is not necessarily desirable for the take of change but should be made when necessary to neet the changing needs of our society. Are the current needs of students and business being met? Maliche gives the following activities that should be continuing and concurrent for business educators to obtain an answer to the question:

1. Follow up former students. Follow-up is necessary in order to learn how well you helped students meet their occupational needs. . . . You might want to use a stratified random sample (representative cross-section) of students who have taken particular courses and of majors in particular programs.

⁹J. Curtis Hall, ed., "Business Education: An Evaluative Inventory," Strengths of the Past and Present, National Business Education Yearbook, number 6 (Washington, D. C.: National Business Education Association, 1968), p. 7.

Dorothy L. Travis, ed., "Eslacted Readings in Business and Office Occupations," A New Contour for the Oberical Institut, National Business Education Yearbook, number 5 (Mashington, D. C.: National Business Education Association, 1967), p. 8.

- 2. Survey the business community. You should scientifically (not haphazardly) survey the business community at least every five years. . . Between surveys keep in touch with business by means of advisory committees, cooperative education programs, and visits to companies, to mention only a few ways.
- 3. Read current publications include information on:
 (a) needs for training as perceived by business; (b) on-the-job training provided by business (this training has implications for the classroom teacher); (c) training techniques used by business which may provide some good ideas applicable to classroom training.
- 4. Obtain information on training needs in your community. Area skill surveys published by the employment services of the various states show the skills in demand for a particular area. In this connection it is desirable to know something about the geographic mobility of the business education students following graduation. 11

Fries says this concerning surveys:

That the entire business education faculty should become involved to some degree in any survey of its business community goes without saying because of its very nature. For example, in the determination of those competencies employers want in the beginning worker, the survey reveals data that must necessarily out across course lines. Those desired competencies—whether they be specific skills such as typewriting or machine operation abilities or the more general qualities of dependability, meeting deadlines, and following instructions—are not limited to achievement in one particular business course. Rather, they are the "sum total" outcomes from the student's experiences in all the courses he completes. 12

Forkner states:

... the content of the business curriculum is checked on and developed cooperatively with businessmen and for former students. It is kept up to date by surveys, follow-up studies, and provides for all phases of business activity. 13

Education Forum, November, 1967, p. 18.

¹² Albert C. Fries, "The Over-all Business Curriculum,"
Informal Research by the Classroom Fusiness Teacher, Eighteenth yearbook of The Eastern Business Teachers Association and The National Business Teachers Association, (Somerville, New Jersey: Somerset Press, 1961), p. 47.

¹³ Ibid., p. 47.

The importance of surveys is further pointed out by Malsbary in the following:

Many surveys and follow-up studies have been made in various parts of the country and in various types of schools to determine whether the curriculums in the schools are meeting the needs of the students they serve. The findings of these studies may be and often are used by the schools as a basis for improving and updating the curriculum in order to prepare students better to meet the occupational demands of the world of business. However, there are some schools and educators who apparently care very little about what happens to their students after they leave school, and who make little or no attempt to determine whether the educational programs meet the needs of the students. 14

In conclusion, it is important that business educators prepare students for what is expected of them on the job. The businesses and the schools need to get together on what is expected of clerical and secretarial workers. A survey is one of the tools which can be used to help make educators aware of what is expected by employers.

Due to the rising costs of our time, it is important that employers have employees who initially are able to do the work required of them eliminating the need for on the job training programs.

Dean R. Malsbary, " . . . Re-evaluation of Business Education Based on Surveys," Business Education Forum, January, 1968, p. 16.

CHAPTER III-

PROCEDURES USED IN SECURING THE DATA

The following procedures were utilized in conducting this study:

- 1. Library Research
- 2. Selection of the business firms to be surveyed
- 3. Development of the questionnaire
- 4. Interview of each business firm
- 5. Evaluation and interpretation of the data

Library Research

Material for this study was obtained through the examination of professional Business Education and General Education literature.

Included in this were the following publications: American Business Education Yearbook; Balanca Sheet; Business Education Forum; Business

¹Eastern Business Teacher Association and National Business Teacher Association, (publishers), American Business Education Yearbook, (Somerville, New Jersey: Somerset Press).

²C. F. Templeman, ed., Belance Sheet, (Gincinnati, Ohio: South-Western Publishing Company).

^{30.} J. Byrnside, Jr., ed., Business Education Forum, (Washington, D. C.: National Business Education Association).

Education World; the Journal of Business Education; and the National Business Education Yearbook. Many various articles, methods books, monographs published by South-Wastern Publishing Company, and theses were also read, to obtain valuable information on the subject.

The data found in the literature was recorded and the information was used when writing the chapter pertaining to the review of literature related to the topic.

Selection of Business Firms to be Surveyed

The most feasible research instrument in securing data for this survey was chosen to be the personal-interview-questionnaire.

The selection of fifteen different types of businesses to be included in the study was made. An attempt was made to get a wide selection of various different types of businesses. When this was completed, the yellow pages in the Bismarck-Mandan Telephone Directory were used in selecting the fifteen business firms to be included in the study. Targe and small firms were selected. This was done in order to get a representative of business firms of various sizes. The firms visited are listed in Appendix B, page 58.

James Bolger, ed., Business Education World, (New York: Gregg Publishing Division of the McGraw-Hill Book Company).

Elizabeth Van Derveer Tonne, ed., Journal of Business Education, (Wilkes-Barre, Pennsylvania: Report C. Trethaway).

National Business Education Association, (Publisher), National Business Education Yearbook, (Washington, D. C.: National Business Education Association).

Development of the Questionnaire

The questionnaire is an important tool of research. It is one way of securing data for a survey study such as this. In order to obtain the data for this study, a tentative questionnaire was prepared. It was then used on a trial basis on a local business firm. A few minor changes were made and a revised questionnaire was then developed. A two part questionnaire was then prepared in collaboration with Carl Peter, Valley City, North Dakota; Sylvia Lee, Williston, North Dakota; and the researcher. It was then approved by the researchers advisor.

Part I of the questionnaire was divided into seven sections.

These sections were firm and person interviewed; number of employees; qualifications desired of employees; practices of firm and reference books used; and salary information.

Part II of the questionnaire was divided into two sections.

One section was duties performed by office employees and the other was machines used, purchasing trends, and school training level required.

The final questionnaire, which was used for this study can be found in Appendix A, pages 49-56.

Collection of Data

Before the interviews were conducted, an appointment was made by telephone with each employer at the respective business firm. The employer was contacted at each of the fifteen firms surveyed. During the interview, the questions from Part I of the questionnaire were read to the employer. The response of the employer was filled in on the questionnaire by the writer for each question.

Each interview lasted from 20 to 45 minutes, depending on the size of the firm and the amount of time allotted by the employer. At the end of the interview, Part II of the questionnaire on duties and machines was left with the employer along with a stamped, self-addressed envelope to the researcher. The person interviewed completed the questionnaire at his convience and returned it by mail to the researcher.

Each employer was thanked in person by the researcher for his cooperation which was invaluable.

Evaluation and Interpretation of the Data

After each interview, the items on the questionnaire were classified and tabulated. A summary of this data is included in Chapter IV. Various tables are included, making it possible to see the findings in summary form.

CHAPTER IV

ANALYSIS OF THE DATA

One employer from each of the fifteen selected business firms in Bismarck and Mandan, North Dakota was interviewed. The questionnaire was used to record the data during the interviews. See Appendix A, pages 49-56. The recorded data was tabulated and is presented in this chapter.

Table 1, page 19, shows the number of office employees employed in the 15 business firms surveyed. The number of employees was divided into seven categories: Clerk-typist, teller, secretary, machine operator, bookkeeper, stenographer, office manager, and those which could not be classified as one of the seven were indicated as others.

There were 94 clerk-typist employees (40.5%); 34 tellers (15.0%); 10 secretaries (4.0%); 6 mechine operators (3.0%); 7 bookkeepers (3.0%); 8 stenographers (3.0%); 1 office manager (.05%); and 72 (31.0%) were classified as others which included accountants, computer services technician, underwriter, accountant executive, land man, switch board operator, messenger, clerks, cashiers, and medical stenographer.

Table 2, page 20, gives the factors that are considered when hiring new office employees. Seven (47%) employers indicated they required average typing ability, 7 (47%) indicated they required above average ability and 1 (6%) felt this was not applicable. Seven (47%) employers required average

THE NUMBER OF SELECTED OFFICE EMPLOYEES
IN THE BISMARCK-MANDIN EMPLOYMENT AREA

TABLE 1

Profiles specification (committee of the profile of the second operator) and committee of the profile of the pr		COMMENSATION OF THE PROPERTY.		Company and the control of the contr	today and the sales and the design	e notable particular to the supplier of the su
Office Employees	Full Time	Percentage	Part Time	Poreentage	Total	Percent of fotal Offica Enployees
Clerk-Typist	78	83	16	17	94	40.5
Teller	32	94	2	6	34	15.0
Secretary	10	300	0	Granden and Grande	10	400
Machina Operator	6	3.00	0	day Sine	G Company of the Comp	3.00
Bookkeeper	6	66		7/4	?	3.0
Stenographer ,	6	?5	2	25	8	3.0
Office Manager	The state of the s	3.00	0	and the	-	•5
Others	59	88	13	1.3	72	32.0
Totals	198	85	24	7.5	232	100.0

TABLE 2

FACTORS CONSIDERED WHEN HIRING NEW OFFICE EMPLOYEES IN THE BISHARCK-MANDAN EMPLOYMENT AREA

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Factor	Not Necessary	Posto confidence de la	Average	Poncentage	Above Average	Porcortive	Should	Percontage	Mist	Porcentago	Do Consider	Porcentage	Do Not Consider	Percentage	Profes	Porocertain	Require	Pencentago
Typemriting Ability	7	6	7	47	7	147	603 ES	#20 2.12 #20 2.12	ANCI DI S	469 CD	e-3 ±0	©15.505	E21919	E2 423	60 20	ev 2.5	Cot Cot	6747
Shorthand Ability	5	33	7	117	3	20	400 tr.0	E2 0/8	et en	EST 605	€0 619	410 513	£040	470 C/2	E19 E29	CO CO	\$3.84	PG CIE
Transcription Kachino Proficioncy	8	53	5	33	2	13	64.00	en 50	457 (27)	C 2 C3	622 213 622 213	E = 0-3	eties	60 00	CO ED	\$15 C A	6363	U2TO
Electronic Data Erocoscing Knowledge	1.0	67	6073	€ 37.020	1000	CO CO	2	13	3	20	£12-209	COTA	en en	€5.0 \$4.75	Co. Co.	C519	6-3 000	6300
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Letter of Application	3.1.	73	610 013	\$663	enakettikustir enaket	2.50	(0.13	#27413	4 4	27	400 G d	ED CO	600 813	enco.	6010	eu an	en to	
Data Shoot	12	80	enco	C	Cath	Cres	£263	6363	3	20	6020	6,010	ener-	6253	656-5	#75 C53	6350	\$75.208
Application Blank	14	27	6,35%	Cit. Co	Com	£-0.120	FLOW STATE	621 619	£ 19 50%	etro con	COLD	Eq 03	£2.02	€0 e3	6350	412 953	11	73
Employment Test	£300	€12 F23	\$12 ESF	EU EU	COST	#20 CUP	62.03	EU-6-3	600 CO	450 JES	7	147	7	1:7	C363	en en	#U SJ	EC 1/3
Ferroral Interview	£7 63	#100 6/21	6.3 193	enus	Chats	10000	Service Auropean.	\$10310	######################################	er uns vertires constit en . •unh digts	ENED.	\$207	CASOS	GPICT.	## /S	Endo	7.4	93
References	eptio	ENCO	E.O.E.S.	\$19.71D	60 CD	1,549	#10 E3	63-509	610 615	60 0m	1.5	100	E309	cness	6023	No. 24	8707	EU 3/3

shorthand ability, 3 (20%) required above average ability, and 5 (33%) stated it was not necessary. Eight (53%) employers indicated transcription machine proficiency was not necessary, 5 (33%) indicated the need for average ability, and 2 (13%) required above average ability.

Electronic data processing knowledge was not necessary according to 10 (6%) of the employers, 2 (13%) stated employees should have some knowledge, and 3 (20%) indicated it was necessary. Fourteen (93%) employers indicated electronic data processing training was not necessary while 1 (7%) indicated employees should have this training.

Eight (53%) employers indicated previous work experience was not necessary, 2 (13%) stated it was necessary, while 5 (34%) indicated it was a must for employees to have it.

Eleven (73%) employers do not require a letter of application, while 4 (27%) stated they do require one. Twelve (80%) employers do not feel a data sheet is necessary while 3 (20%) required one. Eleven (73%) employers required employees fill out an application blank and 4 (27%) do not.

Of the fifteen firms, 7 (47%) do test employees before hiring them, 7 (47%) do not test them, and 1 (6%) indicated it was sometimes done. Fourteen (93%) of the employers required a personal interview, leaving 1 (6%) who did not do so. All 15 (100%) of the employers take into consideration references. Tests used included: typewriting tests and aptitude tests given by the firms; the North Dakota State Merit System Test; and the test results obtained by the Employment Security Bureau of the State of North Dakota.

FACTORS CONSIDERED DURING THE PERSONAL INTERVIEW
BY SELECTED BISMARCK-MANDAN EMPLOYERS

TABLE 3

Factors	Yes	Percentage	TO .	Percentage
Personal Appearance	15	100	0	em gunestiffeth frost geste ettern fre suffreent suus minte steeu järge Efte süür Qüb
Attitude	14	93	The state of the s	7
Maturity	14	93	Control of the Contro	T
Courtesy and Manners	13	87	2 management	13
Voice and Communication	13	87	2	13
Self Confidence	13	87	2	13
Emotional Control & Behavior	12	80	3 Separate and a sepa	20

The factors which are considered during the personal interview are shown on table 3, page 22. All 15 (100%) of the employers consider personal appearance, 14 (93%) consider attitude, 14 (93%) consider maturity, 13 (87%) consider courtesy and manners, 13 (87%) consider voice and communication, 13 (87%) consider self confidence, and 12 (80%) consider emotional control and behavior as important factors during an interview.

Other factors considered were: bookkeeping knowledge, knowledge of product and hand shake.

SOURCES CONTACTED FOR NEW OFFICE EMPLOYEES

BY SELECTED BISMARCK-MANDAN EMPLOYERS

TABLE 4

Billionne bylinkninknin junnins myssy liekstif and ekstrijen fillin ji troud now drougs, behi gastik ankennes ji jobe	NAME OF THE PROPERTY OF THE PR	CASS TO MANAGEMENT CONTRACTOR AND	a various especial en est cultural consideration	Sprang and Penneguette of the Commence of Sprang Enter the color
Sources	Yes	Percentage	NO month	Parasariago
Employment Agencies	12	80	3	20
Business Associates	5	33	10	67
Employees	5	33	10	67
Newspapers	2.5	27	12	73
High Schools	2	Pag 3	3	87
Collogo	The control of the co	7	A COMPANY OF THE CONTRACT OF T	93
Friends	The state of the s	7	TO STATE OF THE ST	93

Table 4, page 23, shows the courses contacted for new office employees. Twolve (80%) of the businessmen interviewed stated that they use employment agencies as a source of securing new office employees.

Five (35%) businessmen indicated the use of business associates and 5 (33%) used other employees as sources for new employees. Four (27%) indicated the use of newspapers, 2 (13%) indicated high schools as a source, 1 (7%) indicated use of the college, and 1 (7%) indicated friends as a source.

Other sources used included personal application, school district office, buildetin, and those who walked in.

TABLE 5

REFERENCE BOOKS USED IN SELECTED OFFICES
OF THE BISMARCK-MANDAN EMPLOYMENT AREA

Roference Books	Yes was	Percentago	NO NO	Percentage
Dictionary	15	100	- America disactions by a second seco	in matter mellem mense dem mellem frameringen som mellem, som mellem mellem mellem mellem mellem mellem mellem Mellem fillste framering
Zip Code Directory	CHARACTER CONTRACTOR	100	O CONTRACTOR CONTRACTO	Annual contraction of the c
Telephone Directory	T.5	100	C C Prish representative participation of the control of the contr	STATE AND STATE AND STATE AND STATE AS A STA
City Directory	13	87	2 .	13

The reference books used in offices of the interviewed business firms are shown in table 5, page 24. All 15 (100%) of the firms use the dictionary, the telephone directory, and the zip code directory. Thirteen (87%) of the firms use the city directory while 10 (67%) stated other sources were used also such as: church annual, postal guide, company directory, law dictionary, secretary handbook, bank directory, various law books, credit bureau listing, medical dictionary, various doctor books, various handbooks, and manuals.

Table 6, page 25, shows the use of filing systems in the selected business firms. Thirteen (87%) indicated use of the alphabetic system, 4 (27%) use the numeric system, 1 (7%) use the geographic system, 1 (7%) the subject filing system, and 7 (47%) use others such as: terminal digit,

FILING SYSTEM USED BY SELECTED OFFICES IN THE BISMARCK-MANDAN EMPLOYMENT AREA

TABLE 6

Filing Syston	YOS	Percentage	N O	Postecnizes
Alphabetic	T. (5)	87	2	FILE STEENSTONE STEENS
Numeric	· · · · · · · · · · · · · · · · · · ·	27	Control of the Contro	73
Subject	pod d	7	The state of the s	93
Geographic	1	7.	34	93

account number, cross reference alphabet, filing according to own information, and the choice of the individual accretary.

Beginning monthly salaries paid to now office employees are shown on table 7, page 26. Seven (47%) employers indicated their elemi-typists start at an amount ranging from \$301 to \$325, one (7%) from \$326 to \$325, and 1 (7%) from \$376 to \$400. Employers indicated starting calaries for stenographers as follows: 2 (13%) from \$275 to \$300, 1 (7%) from \$301 to \$325, 1 (7%) from \$351 to \$375, and 1 (7%) from \$451 to \$475. Secretaries are started by 2 (13%) firms from \$301 to \$325 and 1 (7%) from \$326 to \$350. Bookkeepers are started by 3 (20%) firms from \$275 to \$300 and by 1 (7%) from \$376 to \$400. Other employees start from \$275 to \$300, from \$326 to \$350, from \$451 to \$475, and from \$476 to \$500 at each of four firms.

TABLE 7

NUMBER OF FIRMS PAYING THE STATED REGINNING MONTHLY SALARY TO SELECTED OFFICE MORITERS IN THE BISMARCK-MANDAN EMPLOYMENT AREA

te der i fritzer de engen kan de engel fritzen de enfantent på de de de de engel på de de de en engel på de de Entre de entre forste progresse i de final de entre de engel beden de på de de engel på de de entre som en en	userasinensi (tusum territoraki), ne. a	metal fallocoulost in tourist con-	Contigenda to Chicago (C. a.		STATE OF STATE OF THE STATE OF		THE STANDARD OF THE STANDARD O	and of the second states of the second states and the second states are second states as the second states are	Prilagographe south terruins y tak triordigal phase past or time, grad
Office Workers	\$277 \$ - 500 Paris Company Paris Par	\$301-\$325	\$326=\$350	\$351-\$375	\$376-\$1100	\$401-\$425	\$426~\$450	\$74\$-6348	\$476-\$500
Clerk-Typist	7	1	1	a de la constanta de la consta	1		n, pap per din graph side artistic		Appeller special configuration
Stenographer	2	1		The state of the s				And a second sec	
Secretary		2	l	A STATE OF THE STA	make and the start of the start	The same of the sa		The state of the s	
Bookkeeper	3			and the second s		The state of the s		MAK TANTO A CONTINUE.	
Tellor		and processed that is an experience		duction by the natural sur-	Application of the control of the co			The control of the co	The state of the s
Others				The Control of the Co	The state of the s	The state of the s	TOTAL STATE OF THE	Parametric Appropriate Control of	(m)

Table 8, page 27, shows the highest monthly salaries paid to office employees by firms surveyed. Employers indicated highest salaries paid a clerk-typist as being: 1 (7%) from \$351 to \$375, 1 (7%) from \$376 to \$400, 1 (7%) from \$426 to \$450, 1 (7%) from \$451 to \$475, 1 (7%) from \$476 to \$500, 2 (13%) from \$526 to \$550, and 1 (7%) from \$626 to \$650. One (7%) firm pays stenographers from \$325 to \$350, 1 (7%) from \$451 to \$475, 2 (13%) from \$526 to \$550, 1 (7%) from \$626 to \$650. Secretaries can receive from \$426 to \$450 working with 1 (7%) firm, 1 (7%) from \$451 to \$475, and 1 (7%)

TABLE 8

NUMBER OF FIRMS PAYING THE STATED HIGHEST MONTHLY SALARY TO SELECTED OFFICE WORKERS IN THE BISMARCK-MANDAN EMPLOYMENT AREA

Behadges of mascunforces and a remaindustic or such adversional particular and institute of the original or the original original or the original origi	en e	or manager	romania to	Constituted in	Take Alle		- mariah r	r Adeiro	and see	- decision	odinari odiari	Contraction of the Contraction o	anne.	w. WECS	Autority Attento	Marie C	STANKS SAMEOR	British re	-	-venue	- Order at	Land Tracks	- Maries	- CONTRACTOR		ngung uttersp
Office Worders	832 Fire 9350	8357 55 875	6.306.97.00	84,01,4,9725	05/67-920/3	8451.09475	\$4476=5500	85000033	8526-6550		8.570=4,000	\$60.t=\$625	8086-8650	\$651-8675	8676~8700	8701-5725	8726=5750	8753.48775	\$776=5800	8801 -8825	\$826~\$850	8851, 0875	8876-85.10	BC71.55	8926-7970	\$951-\$975
Clerk Typist	Office What is sufferfued.	Total	The contract of the contract o	and a standard or	and the state of t	171	3	The same of the sa	2	The state of the s	and the same	a company of the comp	[- martine co					A STATE OF THE SERVICE OF	actual medical program		There's to creat year.	Control of the Contro		-	•
Stonographer	Part Contract of the Contract	Thebraic Str. Company	THE OWN COLUMN TOWNS THE OWNER.	Victoria Constitution	attages	7	Carlotte Control Control	The same of the sa	2	A STATE OF THE STA		Total distribution of	7-1			articles.	- made of	who are	Contract of the section of	and designation of the second		Advant Elling por cities	of Lay & Sweet Stilling	A CONTRACTOR OF THE PARTY OF TH	and the state of t	antia a
Secretary	THE PROPERTY OF	wdarpedpodach.	Carrent in Action	The state of the s	The state of the s	7	Control of the contro	the of Chromotophysis	The Comment of the State of the	Transfer con con con	1	1 To	The section of the se			Total Control of the State of t			The section of the se	A. Franklik Sofficielle		THE SHALL SHALL SHALL	Stranger Charles	Control of the Control of the Control		
Bookkeepsx	Personal states and districtions	OPCS PPC 1-42 Approved.	TOTAL TRANSPORT		See See State of the see of the see			V.D.T. of The special party.	A STANSFER S		7-1	The same of the sa				ALL THE PARTY AND GOVERNMENT OF THE PARTY OF		Complete Com	Public damentalistic	- DESCRIPTION OF STREET	The same of the sa	Citizad de Jerrifica Chal	of confidentians of the last	- The state of the		
Tellers	WCCCCP WCCCCC	The state of the s			The state of the s	1		- And Company of the	Contraction of the state of the	District Control of the Control of t		N 2 CONTRACTOR				The Contract of the			Trees and Course	attract Repetitions		AND SOME SECTION AND SECTION ASSESSMENT	and and adjustification	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		and the same
Others	danesco-estate	Constitution and the constitution	The state of the s					CONTRACTOR PROPERTY.	The state of the s	And the first state of the stat					2	The state of the s			with the metallication and the second	The and board in on the		others respired to 5.	ALCOTOR SECTION	A CONTRACTOR DESCRIPTION OF		

from \$576 to \$600. The highest colory paid beckneepers by 1 (7%) firm ranges from \$325 to \$350, 1 (7%) from 426 to \$450, 1 (7%) from \$576 to \$600, and 1 (7%) from \$626 to \$650. Other office employees receive from \$426 to \$450 with 1 (7%) firm, 1 from \$676 to \$700, 1 (7%) from \$726 to \$750, and 1 (7%) from \$926 to \$950.

Eight (53%) employers indicated porformance as the main factor which determines pay increases. Other factors considered are the cost of living

index, personal feelings, attitude, length of service, ability, pleasantness, Merit System Regulations, once a year, knowledge, initative, wage and hour law increases, union contract, and as the employer sees the need.

Some of the firms indicated they should be adding new equipment but at the present time, they have no plans. One (7%) firm plans to add an accounting posting machine, 1 (7%) plans to add the use of a computer, 1(7%) indicated adding equipment whenever necessary to stay up to date, and 1 (7%) indicated long range plans for adding new equipment.

Of the total 232 office workers employed by the 15 business firms, 149 (64%) answer the telephone, 134 (58%) use the typewriter, and 115 (50%) change typewriter ribbons. Only 5 (2%) of the employees take dictation at the typewriter, 7 (3%) operate the offset machine and 8 (3%) keep a mail register.

Table 9, pages 29-31, indicates the number of office employees performing selected duties. Thirty (13%) employees take and transcribe dictation using shorthand, 31 (13%) transcribe dictation from a transcribing machine, 10 (4%) take dictation over the telephone, and 5 (2%) take dictation at the typewriter.

Of the 232 office employees, 134 (58%) use the typewriter, 32 (14%) compose letters at the typewriter, 62 (27%) type tabulations, 39 (17%) type statistical material, 49 (21%) type from rough-drafts originally typed, 48 (21%) type from longhand notes, 52 (22%) type legal or other forms, and 115 (50%) change typewriter ribbons.

Thirty-nine (17%) employees answer routine correspondence, 48 (21%) receive callers, 31 (13%) make appointments, 21 (9%) arrange meetings, 37 (16%) secure and compile information for reports, 21 (9%) make travel

TABLE 9

DUTIES PERFORMED BY OFFICE WORKERS IN SELECTED BISMARCK-MANDAN BUSINESSES

Duties Performed	Number Who Perform	Percentage Who Perform
Uses the Typewriter	134	58
Answers the Telephone	149	64
Transfers Telephone Calls	87	38
Works Overtime	89	38
Makes Long-Distance Telephone Calls	1:5	20
Operates Ten-Key Adding Machine	66	28
Operates Photocopying Machines	95	42
Changes the Typewriter Ribbon	12.5	50
Promotes the Business Through Public Relations	33	74
Secures and Compiles Information For Reports	37	The state of the s
Sorts Materials for Filing	67	26
Prepares Outgoing Mail	33	14
Answers Routine Correspondence	39	17
Types Tabulations	62	27
Types from Longhand Notes	48	21
Makes Appointments	370	13
Types Statistical Material	39	3.7
Types from Rough-Drafts Which had been Originally Types	49	21

TABLE 9-Continued

	an and the state of the state of An and the state of the	at his organization and include the plant described his high and the constitution of t
Duties Performed	Number Who Perform	Porcentage Who Perform
Transfers Files	36	3.6
Composes Letters at the Typoxistor	32	
Operates Postage Moter Machine	43	21
Receives Callers	1,3	21
Types Legal or Other Forms	52.	22
Orders Office Supplies	24	10
Writes Checks	i katilum (i latininam atti di queralininta muuram muit i mitti merganita antinin tauti mendur E	9
Opens and Sorts Incoming Mail	18	8
Keeps a Follow-Up File	1940 - 19	24
Arranges Meetings	21	9
Prepares Materials for Electronic Data Processing Equipment	27	Steward Colored Colore
Codes Materials for Filing	A5	19
Wakes Doposits	til er til ser stellander framensk magnetiske framensk men ett sen ett sen ett stellander ett sen ett stellander. En 19	8
Makes Travel Armangements	amman juniosen omendo modelaja da participa per conserva de la participa de la conserva de la participa de la conserva de la participa de la conserva de la	9
Transcribes Dictation from a Transcribing Machine	32	13
Operates Printing Calculator	33	14
Works with the Payroll	21	Salatoria de registra de regis
Prepares Stoneils	25	18
Operates Mineograph Mochines	30	Total America a paragemental and to a top and paragement and the control of the c
Propures Telegrans	2 mg	And the second of the second o
Operatos Electronic Coloniator		6

TABLE 9-Continued

Programme and the second of th				
Duties Performed	Number Who Perform	Percentage Who Perform		
Takes and Transcribes Dictation Using Shorthand	30	13		
Propares Itineraries	7.27	6		
Supervises Other Workers	33	14		
Operates Addressing Machines	22	9		
Operates Rotary Calculator	43	18		
Operates Spirit Duplicators	32	5		
Prepares Spirit Duplicator Masters	12	5		
Takes Dictation at the Typawriter	5	2		
Takes Dictation over the Telephone	10	4		
Prepares Offset Masters	26	11		
Keeps a Mail Register	6	3		
Operates Offset Machine	7	3		
Operates Collator	30	13		
Oporates Automatic Typewriter	23	10		
CONTROL OF THE PROPERTY OF THE	contributes to \$100 days of the contribution o	and the same of the same product and the same of the same in the same of the s		

arrangements, 14 (6%) prepare itinemaries, 24 (10%) order office supplies, 19 (8%) prepare telegrams, 33 (14%) supervise other workers, 27 (12%) prepare materials for electronic data processing equipment, 33 (14%) promote the business through public relations, and 89 (38%) work overtime.

Twelve (5%) employees propare spirit duplicator masters, 25 (18%) prepare stencils, and 26 (11%) prepare officet masters.

The telephone is answered by 149 (64%) employees, 46 (20%) make long distance telephone calls and 87 (38%) transfer telephone calls to the proper person.

Photocopying machines are operated by 95 (41%) employees, 12 (5%) operate spirit duplicators, 10 (4%) operate mimeograph machines, 7 (3%) operate offset machines, 22 (9%) operate addressing machines, 30 (13%) operate the collator, 66 (28%) operate ten-key adding machines, 43 (18%) operate rotary calculators, 33 (14%) operate printing calculators, 14 (6%) operate electronic calculators, 48 (21%) operate postage meter machines, and 23 (10%) operate an automatic typewriter.

Sorting materials for filing is done by 61 (26%) employees, 45 (19%) code material for filing, 36 (16%) transfer files, and 32 (14%) keep a follow-up file.

Eight (3%) employees keep a mail register, 18 (8%) open and sort incoming mail, and 33 (14%) prepare outgoing mail.

Checks are written by 21 (9%) of the employees, 19 (8%) make deposits, and 21 (9%) work with the payroll.

Table 10, page 33, deals with the number of adding machines and calculators used, the purchasing trends, and training level indicated by employers. The full-key adding machine being the most popular with 32. There were 9 direct subtraction and 9 credit balance machines in use.

Twenty-six ten-key adding machines were indicated in use with 20 direct subtraction and 23 credit balance machines. Two employers indicated they would purchase less full-key adding machines while 6 stated they would maintain the same level. Maintaining the same purchasing level was indicated by 1 employer concerning direct subtraction machines, by 2 for

TABLE TO

NUMBER OF ADDING MACHINES AND CALCULATORS BY TYPE, PURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

		according to the control	es tiete accepta traverse	terror and terrol terror and		and the second second second	Onlean Mary Market (1971 of a 1 replace)
Adding Machines and Calculators	Colline Oppose Aprophisms	1	rchas: Trend:		School Training Level		
court contracts	NO.	Less	Same	Morre	Ro- quired	Desir- able	3
Adding and Listing Machines	And the second s		Country April 1	o Productority parties	100000000000000000000000000000000000000	The state of the s	under state (product
Full-Key Keyboard	32	2	6	and the second	to Live	The state of the s	4
Direct Subtraction Credit Balance	99	to the co	1 2	See and	2.	for feet	and the same
Ten-Key Keyboard	26	\$ 6.00 TOP	6	E12 FEE	3	2	2
Direct Subtraction of Credit Balance	20	gand panel	The Tar	400 has	23	First Co	CL SO
Printing Calculators		West of the second				T T T T T T T T T T T T T T T T T T T	N. w. transition And
Automatic Multiplication	7	Com help	.2	613 513	3	RGQ PGp	more successive
Automatic Division	7	emma 6	2	600	7	Charten	- February
Calculators	1000			1	n in an tenti de residenci de la composita de	1	THE STATE OF THE S
Rotary Full-Key	24	\$100 DE			-	1	2
Rotary Ten-Key	15	A MARINE	4043	BISTON	Signature Signature		de cataciacia de la catacia de
Electronic	Test Tests	6000	en-on-	en co	I - I		
Key-Driven (Comptometer)		+44.53	The contract of the contract o	em 110	00	Elevera .	E000

credit balance machines, by 6 for ten-key adding machines, by 4 for direct subtraction machines and by 4 for credit balance machines. One employer indicated a decrease in the purchase of direct subtraction machines as was

TABLE 11

NUMBER OF UNIT RECORD AND ELECTRONIC MAGHINES BY TYPE, PURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

Unit Record and Electronic Machines	A CONTRACTOR AND A STREET	Furchasing Trands			School Training Level		
and alectionic racinities	No.	Tess Sections	Samo	More		Desir- able	
Unit Record Machines	Talencoustant and	THE PART OF THE PA	APPLICATION OF THE COMPANY OF THE CO	and the control of th	THE PROPERTY OF THE PROPERTY O		
Key Punch	10	enous enous	3	and other states	2	ann-crig	3
Verifier	Li	E-1	2	and the second	2	Eldron	access.
Sorter	3	\$400 KM	2	San eng	2	eur-pile	er-40
Tabulator Machines	2	AND	Section of the sectio	en esta	part of the state	State GUTH	-
Electronic Machines	Charles de la	Spendard (M. Chang)	The distribution of the control of t	The same of			
Computer	L-1	4300	I.	6200	1	GUO SHIB	and the

the case for credit balance machines also. The majority of the employers indicated they required training on these adding and listing machines, while some indicated training was desirable and a small number said it was not necessary.

There were 7 automatic multiplication and 7 automatic division printing calculators. Employers indicated maintaining the same purchasing trends for these machines. One employer indicated training was necessary on each machine and one said training was not needed on either machine.

The rotary full-key calculator was the most popular with 24 in use. There were 15 rotary ten-key and I electronic calculator in use. Two

TABLE 12

NUMBER OF POSTING MACHINES BY TYPE, FURCHASING TRENDS AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED BY SELECTED EMPLOYERS IN THE BISMARCK-MANDAN EMPLOYMENT AREA

Posting Machines	e Constant storether Des	6	rchas: Frend:		2	School Ining Lo	
	1	Less	Same	More	Re- quired	Desir- able	Not Needed
Alpha-numeric Keyboard	2	Constant	3	CONTRACTOR	Com 0-10	The state of the s	1
Numeric Keyboard	5	2	3	-	2	1	1

employers indicated they required training on these machines, I said it was desirable and 3 said it was not needed.

Unit record and electronic machine use, purchasing trends, and training level are shown on table 11, page 34. There were 10 key punch machines in use, 4 verifiers, 3 sorters and 2 tabulator machines. Maintaining the same purchasing trends was indicated for all machines. Training was required by the majority of employers with the exception of 1 who stated training was not needed on the key punch machine.

There was only 1 computer in use. The employer will maintain the same purchasing level and training was required on this machine. One employer indicated the use of a computer by his firm in the near future.

Table 12, page 35, shows posting machines in use, purchasing trends, and training levels required by employers. There were 2 alpha-numeric keyboard machines and 5 numeric keyboard machines in use. The same pur-

TABLE 13

NUMBER OF DUPLICATING AND COPYING MACHINES BY TYPE, PURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

Duplicating	Actions of the Contract of the	Purchasing Trends			School Training Level		
and Copying Machines	No.	Less	Same	Morre		Desir- able	1
Duplicating Machines		of Frank About the		Application of the property of			Post individual
Spirit (Liquid)	6	e.c-cup	4	Exce NOS	2	eicrus.	Sales Done
Stencil (Mimeograph)	3	San ma	4	alle tee	2	-	(TOOCEAN TESTS
Offset Process	L.	4000	3	Elia Hud	2	Same in Francisco	Winds state
Copying Machines	The second party	www.texas.	CONTRACTOR	To the state of th		-	Communication of the communica
Heat Transfer (3-M)	12	Lad	6	the second secon	2	2	2
Dye Transfer (Verifax)	Control of the contro	Sin Sin	grand and and	And the	6-9-51-6	EG 100	CHEST COLUMN
Photographic Process		6200	ena-en	em em	## NO	454	\$ 545-400
Electrostatic (Xerex)	8	Burste.	8	6 9 8 8 9 8 9 9 9 9 9 9	3	Part of the state	4
Pitney-Bowes	economics and a second	-	- Carlotte			9 1 2 3 5 6 6 7 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	7

chasing level is to be maintained by the majority while 2 indicated a decrease in purchasing of these machines. Two employers required training on these machines, 2 said it was desirable, and it was not needed by 2.

The number of duplicating and copying machines in use, purchasing trends, and training level needed are shown on table 13, page 36. Six spirit duplicators were in use, 3 stencil machines and 4 offset processing machines. Purchasing trends were indicated by all Bismarck and Mandan firms as remaining the same. Training was required by the majority, 2 said it

TABLE 14

NUMBER OF TYPEURITERS BY TYPE, FURCHASING TRENDS AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED BY SELECTED EMPLOYERS IN THE BISMARCK-MANDAN EMPLOYMENT AREA

	APPENDENCE OPPOSITION	8	Purchasing Trands			School Training Level		
Typewriters	NO.	Less	Same	More	Re- quired	Desir-	Not Needed	
Typewriters	CONTRACT DISCOS	CONTRACTOR AND A STATE OF THE S		A STATE OF S	Special Specia	and confidence had a	To the same of the	
Manual	31	Contraction of the Contraction o	5	100 PM	5	- Constitution		
Electric	76	Section of the sectio	8	part production	CO	1	And a second	
Special Typewriters	a partie sandanda	Control of the contro			The second has		The brownian way at the study	
Selectric	9	7	1	1	3	600 Give	B050	
Executive	12	I.	2	1	4	this tip.	50 Shi Sair	
Magnetic Tape Selectric	2	6244	69100	6.000	Control of the contro	tio and	CO 604	
Flexowriter	-	Eastly Control	ළකය	===	en en	entrapa minapa	entres entre	
Varityper	No. of Street, or other Party of Street, or	- LDW	فيتنا فلته	Elia kulo	संक रूक क्षेत्र क्ष्म क्षम क्षम	disco-to-re	6300	
Automatic			Ajan ass	gaz cray	ena cue	tio aia	0000	
Carbon Ribbon	5	4000	1	6053		400 m.D	C2100	
Magnetic Card			£Zje filipe	C itrates	eor dity		630-00	

was desirable, and I indicated it was not needed. The most popular copy machine was the heat transfer with 12 of these machines in use. There were 8 electrostatic machines in use, and 1 Pitney-Bowes. The majority of the employers will maintain the same purchasing trends while I indicated a decrease. Training was required by 5 firms, desirable by 3 and not needed by 7 firms.

TABLE 15

NUMBER OF TRANSCRIBING AND DICTATION MAGRINES BY TYPE, FURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

Transcribing and		2	rches: Ivend		School Training Level		
Dictating Machines	No.	Less	Same	Mora		Desir- able	1
Transcribing Kachines	Secretarian Secre	100					100
Magnetic Belt	Sur Dentile and Sur	61-29 G/19-	1	\$2.00 Tabar	4 09 3100	1	Branch Branch
Plastic Belt	2	60.20		4ch Car	7	Caren	the second second
Disc	2	1	1	60 sm	B10-1079	2	Anto-make
Tape	5	Carpon C.	3	& in the	3	4000 kmg	
Dictation Machines	Collection of the sales of the						Transaction of Salary
Stenograph (Machina Shorthand)	C)	ATTO COM	3		1	SILLY STA	and designation of the second

The number of typewriters in use, purchasing trends, and training level are indicated on table 14, page 37. The majority of typewriters in use are electric with 76 of these and 31 manuals being used. There were 9 selectric, 12 executive, 2 magnetic tape selectric, 5 carbon ribbon, and 1 magnetic card machine in use. Purchasing trends will remain stable with most firms, with a decrease indicated by 3 firms. The majority of employers required training, with 2 stating it was desirable, and 1 indicated it was not needed on the electric typewriter.

Table 15, page 38, indicates number in use, purchasing trends, and training level desired on transcribing and dictating machines. The most

TABLE 16

NUMBER OF ITEMS OF MAILING EQUIPMENT BY TYPE, FURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

	and the second	Purchasing Trands			School Training Level		
Mailing Equipment	NO.	METROPIES	The state of the s	watcher and a	Re-	Desir- able	Not Needed
Address Machine	September September 1	The state of the s	free of		Town Control of the C	Quenno	The state of the s
Postage Meter	11		9	en and	2		7
Folding and Inserting Machine	S S	SECOND SEA	Contraction of the Contraction o	Section of the sectio	Ann and	Control of the contro	And a more constraints and a second
Sealing Machine	2	600mas	Part Part Part Part Part Part Part Part	4.29 the	4000	The state of the s	1
Letter Opening Machine	3	-	2	C16-DCA	Europe Europe		2

widely used machine was the magnetic belt with 11 in use, 2 plastic belt, 2 disc, and 5 tape machines. There were 2 stenograph machines in use. Bismarck and Mandan firms will continue to purchase about the same number of these machines, with only 1 firm indicating a decrease in the number of disc transcribing machines to be purchased. Training was required in 5 cases while 3 indicated it was desirable.

Postage meters were the most popular mailing equipment in use as shown on table 16, page 39. Eleven postage moters were in use, 3 address machines, 2 folding and inserting machines, 2 scaling machines, and 3 letter opening machines. One firm indicated a decrease in purchasing address machines while all of the other firms indicated maintaining the same purchasing level. Training was required in 3 cases and not moded in the remaining 12.

TABLE 17

NUMBER OF OTHER MACHINES AND EQUIPMENT BY TYPE, PURCHASING TRENDS
AND RECOMMENDATIONS FOR SCHOOL TRAINING AS STATED
BY SELECTED EMPLOYERS IN THE
BISMARCK-MANDAN EMPLOYMENT AREA

Other Machines and Equipment	objave/Carputica@ee	de la contraction de la contra	rchas: Trenda	3	2	School ining Id	
esin Equipment	Ę.	Less	Same	Morre	Re- quired	Desir- able	Not Needed
Microfilm	12	640 AND	. 3	Section of October	- 647109	2	The state of the s
Collator	2	600-00	1	BATTO TO A COMP	603-449	eno sine	7
Teletype	Transference of the state of th	CO-CO-CO-CO-CO-CO-CO-CO-CO-CO-CO-CO-CO-C	1	8 0 0 0 0 0 0 0 0 0 0 0 0 0	en descriptions	e de la contraction de la cont	Sup Sub

Table 17, page 40, shows the number of other machines and equipment in use, along with purchasing trends and training level necessary. There were 12 microfilm machines in use, 2 collators, and 1 teletype. There will be no increase or decrease in purchasing of these machines. One firm required training, 2 stated training was desirable, and 2 said it was not needed on these machines.

The most popular adding and listing machines in use by Bismarck and Mandan firms was the Olivetti. Others used were National Cash Register, Burroughs, Monroe, Smith Corona, Friden and Victor machines. Monroe was the most widely used calculator, followed by Commedor, Friden, and Victor.

The most popular manual typewriter used was the Royal. Others used were Underwood and Remington. IBM was definitely the most widely used electric typewriter. One of each of the following were used: Royal, Olympia, Friden, and Smith Corona.

CHAPTER V

SUMMARY AND RECOMMENDATIONS

Summerry

This study attempted to secure data regarding selected business firms in the Bismarck-Mandan employment area that would contribute to the improvement of the office education programs at the local high schools.

In order to see what changes are taking place in the business world, a search was made of literature related to this area. This review of the literature is given in Chapter II.

The questionnaire prepared by Carl Peter, Valley City; Sylvia Lee, Williston; and the researcher, was reviewed by them and also a businessman. A final questionnaire was then prepared and duplicated.

Fifteen firms from the Bismarck and Mandan employment area were contacted and surveyed by the researcher. A personal interview took place with each selected business employer which resulted in the completion of the questionnaire. The procedures used in obtaining the data are presented in Chapter III.

Chapter IV, presents the information in detail and classified, which was obtained from the survey. Certain significant information was obtained from the data that was gathered from the 15 employers:

- 1. Ninety-four of the 232 office employees were clerk-typists.
- 2. Very little electronic data processing equipment is being used in these business firms.

- 3. Employers were not able to state what they considered to be average or above-average typing and shorthand speed. Some of them stated they preferred a reasonable speed with a rather high degree of accuracy.
- 4. Fight of the 15 employers indicated they are willing to hire employees with no previous work experience.
- 5. Fourteen employers indicated they require having a personal interview with prospective office employees and all contact persons serving as references.
- 6. During a personal interview, all employers consider personal appearance as being the most important factor, while fourteen consider attitude and maturity as being second in importance.
- 7. Twelve employers go to employment agencies when looking for office employees. Five employers indicated they use business associates and five use other employees as sources of securing new office employees.
- 8. All employers indicated the use of the dictionary, the telephone directory, and the zip code directory as reference sources. Thirteen firms use the city directory as a reference source.
- 9. Thirteen of the business firms use the alphabetic filing system. Four indicated use of the numberic system, one geographic and one subject.
- 10. The average beginning salary paid office employees in the Bismarck and Mandan area is in about the \$275 to \$300 range. The average high salary paid office employees ranges from about \$426 to \$550.
- 11. The majority of the employers indicated they required average shorthand ability and ability to use transcribing machines.
- 12. The duty performed by the greatest number of office employees was answering the telephone.

- 13. Some of the other more popular duties performed by office employees were: using the typewriter, changing typewriter mibbons, and operating photocopying machines.
- 14. The most popular adding and listing machine was the full-key adding machine. There were 32 of these machines in use.
- 15. The rotary full-key calculator was the most widely used, with 24 being used.
- 16. Of the unit record machines used, the most used one was the key punch.
 - 17. There was only 1 computer in use in the firms surveyed.
- 18. There were 5 numeric keyboard posting machines used by the Bismarck and Mandan firms.
- 19. The most widely used copy machine used was the heat transfer with 12 of them being used and there were 6 spirit duplicating machines, used.
- 20. The typewriter was used by 13th office employees. There were 76 electrics in use and 31 manuals.
- 21. Eleven of the transcribing machines in use were magnetic belt machines.
- 22. The most widely used piece of mailing equipment used by Bismarck and Mandan firms was the postage meter. Eleven of these were used by office employees.
- 23. There were no key-driven calculators; dry transfer or photographic process copying machines; flexowriter; varityper; automatic or magnetic card typewriters used in the Bismarck and Mandan offices surveyed.

Recommendations

The curriculum of a program which is set up to prepare office workers has to serve the employers as well as the student. As a result of analyzing the findings of this survey, the following recommendations are made.

- 1. It was found that clerk-typists and secretaries make up the largest portion of the office employees, so those who are being trained for office positions should be ready to perform a variety of office duties.
- 2. The business teachers need to know the many various office duties that are requested by business employers, so they can better teach their students.
- 3. It is important for students to know how to complete application forms and write a letter of application.
- 4. Students should be taught how to make an appointment for an interview and some of the things to do and be aware of during an interview.

 Personal appearance, attitude, maturity, voice and communication ability, self-confidence and courtesy and manners should have special attention given.
- 5. The main source contacted for new employees is employment agencies, consequently students should be aware of these agencies and in what ways they can help them obtain a job.
- 6. It is important that students know how to use the dictionary, telephone directory, zip code directory and city directory since most of the firms use these a great deal.
- 7. Students need to know how to file information using various filing systems. The most used filing system in this area is the

alphabetic system. Some use is made of the numberic, geographic and subject systems of filing.

- 8. Typewriting is important for most office employees and it is recommended that emphasis should be placed on accuracy more than typewriting speed.
- 9. The typewriting material that should be stressed should include: composing letters at the typewriter, typing tabulations and typing statistical material, typing from rough-drafts, typing from longhand notes, typing legal and other forms, answering routine correspondence, taking dictation at the typewriter and transcribing dictation from a transcribing machine.
- 10. A thorough knowledge of the alphabetical filing systems should be learned as they are used in various forms in the Bismarck and Mandan firms.
- 11. Filing duties which are important include: sorting material for filing, coding materials for filing, transfering files and keeping a follow-up file.
- 12. A thorough knowledge of the use of the dictionary, telephone directory, zip code directory and city directory are necessary for employees of Bismarck and Mandan firms.
- 13. Correct telephone usuage should be stressed. Knowledge of the proper way to answer the telephone, making long-distance calls, and transferring calls to the proper person is needed.
- 14. General office duties performed widely by office employees in Bismarck and Mandan firms include: receiving callers, securing and compiling information for reports, supervising other workers, promoting the business through public relations, making appointments, preparing

materials for electronic data processing equipment, ordering effice supplies, arranging meetings, writing checks, making deposits, working with the payroll, making travel arrangements, and preparing telegrams.

APPENDIX A THE QUESTIONNAIRE

Firm Name and	Address
	SS
Name of Owner	or Manager
Name of Person	Interviewed
Position Held	by Person Interviewed
Number of Full	-Time Office Employees: (40 or more hours per week)
Clerk-Typi	st
	er
	BETTER TO 11 at 10 attraction of the following and a substitution of the substitution of the following and a substitution of the s
	(Title and Number)
Number of Part	-Time Office Employees: (Less than 40 hours per week)
Clerk-Typi	st
	(Title and Number)
	f Office Employees
	required when hiring new employees:
Property of the Property of th	Must have (no, average, above average) typewriting ability.
	Explain:
Brown of the Character and the control of the contr	Must have (no, average, above average) ability to take shorthand
	Explain:
	Must have (no, average, above average) ability to use transcribing machines.
	Explain:

knowledge. Type of knowledge: (Need not, should, must) have electronic data processing training. Type of training: (Must have, need not have) previous work experience. Type of work: (Do, do not) take into consideration references. (Must, need not, preferable to) submit a letter of application (Must, need not, preferable to) submit a data sheet. (Require, do not require) applicants complete an application blank. (Do, do not) test the applicants before hiring them. If so, what type of test? (Require, do not require) prospective employee have a personal interview. Factors considered during interview. 1. Personal appearance. 2. Attitude. 3. Emotional control and behavior. 4. Maturity. 5. Voice and communication ability. 6. Courtesy and manners. 7. Self-confidence. Others:	Type of F (Need not training. Type of the continuous of the conti	nowledge: , should, must) have electrating: e, need not have) previous ork: ot) take into considerating ed not, preferable to) su ed not, preferable to) su do not require) applicant ot) test the applicants be at type of test? do not require) prospect	on references. Commit a letter of application. Commit a data sheet. Its complete an application.
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Sources conta	cted f	for now employees:			
	a	Business Associates.			
	b.	Employees.			
		Employment Agencies.			
	2	High Schools.			
		Colleges.			
#COMPANY AND OF SERVICE SERVIC	_	Friends.			
# CONTRACT C		Newspapers.			
With the ville recipies whether all parallel and property of the contract of t		Others			
		Весп ^и в в в при			
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(Name, topi	c, whe	en available, etc.)			
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	2.	Dictionary.			
-	3.	Telephone Directory.			
	4.	Zip Code Directory.			
	5.	Others:			
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Book gardingstyrp, markfull olikarolijan ingelakej jurtura	4.	Subject.		
	5.	Others:		
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7 - 7 · D	• 2.2			
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\$	T.	er	2.	Stenographer.
\$	p	er	3.	Secretary.
\$	p	er	4.	Other:
-		ceived by:		
\$	q	er	10	Clerk-Typist.
\$	P	150		Stenographer.
\$	P P)er	3.	Stenographer.

The number of	f wor	tkers in the office who perform the following duties:
	1 0	Takes and transcribes dictation using shorthand.
ber the second of the second o	2.	Transcribes dictation from a transcribing machine.
	3.	Takes dictation over the telephone.
	4.	Takes dictation at the typewriter.
	5.	Uses the typewriter.
	6.	Composes lettors at the typewriter.
entel growing internacional français tel regione con the first descriptions do note.	7.	Types tabulations.
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teri displantifi spragorji ngazirish isal ifaqiyigashirifi i sqifi qatiqar astiriniya	9.	Types from rough-drafts which had been originally typed.
	10.	Types from longhand notes.
	4 4	Types Legal or other forms.
and approximate the control of the c	12	Changes the typewriter ribben.
Principal Control of the State of the Control of	13	Answers routine correspondence.
The second of th	140	Prepares spirit duplicator masters.
and the control of the state of		Prepares stencils.
The Market State of the Control of t	15.	Prepares offset masters.
hinkerinings in the contract of the second o		*
		Answers the telephone.
The section of the se	18.	Makes long-distance telephone calls.
	19.	Transfers telephone calls to proper person.
The space of the s	20.	Operates photocopying machines.
	21.	Operates spirit duplicators.
**************************************	226	Operates mimeograph machines.
	23.	Operates offset machine,
	240	Operates addressing machines.
and the same of th	25.	Operates collator.
Miles and the second of the se	26.	Operates ten-key adding machine.
The transfer of the control of the c	27.	Operates rotary calculator.
for the contract of the contra	28.	Operates printing calculator.
	29 .	Operates electronic calculator.
	30.	Operates postage meter machine.
	31.	Operates an automatic typewriter.
	32.	Sorts materials for filing.
	33.	Codes materials for filing.
Andrews of the State of the Sta	34.	Transfers files.
The state of the s	350	Keeps a follow-up file.
remigration in productions in contracting and distribute region obtains	36.	Opens and sorts incoming mail:
timigraanga, varrootti arti tarangaa og startiga hy gartuiljette erikiti.	37.	Keeps a mail register.
ottolguvaanuuroluuttagaa ola apula toi dienaviy, avy teetäkuvini ense	38.	Prepares outgoing mail.
NET CONTENT OF STATE OF THE CONTENT OF T	39.	Receives callers.
and the contract of the contra	40.	Makes appointments,
	410	Arranges meetings.
minima de un apres de un appetado se o Pape de Adenta estado em q	42.	Secures and compiles information for reports.
	43.	Writes checks.
and the state of t	440	Makes deposits.
and a street party and party the street designation of the	450	Works with the payroll,
	4.6	Makes travel arrangements.
		Prepares itingraries.
	47.	Orders office supplies.
direction and the contract was recommended to the district.	48.	
or in January recommendation and the adjustment of the adjustment	49.	Prepares telegrans.
	50 0	Supervises other workers.
	51.	Prepares materials for electronic data processing equipment
	r'o	Type of equipment:
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APPENDIX B

LIST OF

SELECTED FIRMS

LIST OF SELECTED FIRMS

American Oil Company, Box 549, Mandan N. Dak.

Bismarck Hospital, 323 N 6, Bismarck, N. Dak.

Bismarck Junior College, Bismarck, N. Dak.

Charles F. Ellis, Agency, Incorporated, 105 3rd Avanue N W, Mandan, N. Dak.

Conrad Publishing Company, Mandan, N. Dak.

Dakota National Bank, 212 N 4, Bismarck, N. Dak.

Farmers Union Oil Company, 2006 E Broadway, Bismarck, N. Dak.

Fleck Smith Mather Strutz and Mayer, 418 E Rosser Avenue, Bismarck, N. Dak.

Richard P. Gallagher, Attorney, 105 3rd Avenue, N W, Mandan, N. Dak.

Good Shepherd Lutheran Church, Washington and Divide, Bismarck, N. Dak.

Hart Agency, Incorporated, 104 N 3, Bismarck, N. Dak.

Missouri Valley Clinic, 9th and Rosser Avenue, Bismarck, N. Dak.

Montana Dakota Utility Company, 410 Main W, Mandan, N. Dak.

Northern Improvement Company, Airport Road, Bismarck, N. Dak.

State Employment Service, 201 East Broadway, Bismarck, N. Dak.

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