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THE POSITION OF THE FEMALE SECRETARY IN THE UNITED STATES FROM 1900 THROUGH 1967: AN HISTORICAL STUDY

by

Elizabeth Shaughnessy Oelrich, C.P.S.

B. B. A., University of Minnesota 1942

M. Ed., Macalester College 1955

A Dissertation

Submitted to the Faculty

of the

University of North Dakota

in partial fulfillment of the requirements

for the Degree of

Doctor of Philosophy

Grand Forks, North Dakota

June
1968

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1968

This Dissertation submitted by Elizabeth Shaughnessy Oelrich in partial fulfillment of the requirements for the Degree of Doctor of Philosophy from the University of North Dakota is hereby approved by the Faculty Advisory Committee under whom the work has been done.

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Permission

Title: The Position of the Female Secretary in the United States From 1900 Through 1967: An Historical Study

Department: Business Education

Degree: Doctor of Philosophy

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Date April 4, 1968

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ABSTRACT

The problem was to trace the development of the position of the female secretary in business in the United States from 1900 to 1967. The paper was divided into five sections; namely, origins of the secretarial position; the secretarial position, 1900-1920; the secretarial position, 1920-1940; the secretarial position, 1940-1967; and secretarial specialties.

The historical research method was used to compile data for each section in relation to descriptions of the position, education and experience required, extensiveness of the position, salary, professionalism, and the effect of two wars, a depression, automation, and specialization.

The bona fide secretarial position has not basically changed in 67 years. It has always been a position of responsibility involving authority for decision making and a close personal relationship between the employer and secretary. It has always been a position to which qualified stenographers have been promoted--not a job-entry position. The position has been characterized by its extreme variety, not only within one particular job, but from one company to another.

In the late '20s and '30s the term, "secretarial," was used interchangeably with stenographic. In the '60s different levels of secretarial work developed--secretary, junior secretary, senior secretary, executive secretary, professional secretary, and administrative assistant--and the confusion continued. The "stenographer" had practically

disappeared. However, descriptions of lower-level secretarial positions in the '60s closely resembled those of the stenographer prior to 1940. The private secretary of the early 1900s had become the executive, professional secretary of the '60s.

It was estimated that about 3 to 5 per cent of all women employees in offices were bona fide secretaries.

Up to 1930, the prestige and status of the secretarial position was high. It then started to decline and hit "rock bottom" during and after World War II. With certification programs developing in the '50s, the prestige of the position began to climb slowly again.

Age and marital status were the only characteristics of the bona fide secretary which have changed in 67 years. The secretary of the early 1900s was usually single and between 20 and 30 years of age. In the '60s, she was more often married and over 40. In all periods, bona fide secretaries were expected to have a broad general and business education, high-skill proficiency, executive ability, and mature judgment. They were expected to know something about everything and be able to handle any situation and problem.

Factors outside the profession had various effects on the secretarial position, but did not alter its basic duties and requirements. World War I increased the demand for qualified female secretaries. The depression lowered salaries, but most secretaries held their jobs. World War II lowered the educational and skill requirements for job-entry positions causing a corresponding lowering of the prestige and status of the secretarial position. Automation had no affect on the bona fide secretarial position, but it eliminated the mediocre, ill-equipped pseudo-secretaries. Recent emphasis has been placed on the

personal, creative, human relations aspects of the position. There also seemed to be a trend in the '60s toward secretarial specialization.

Some reference was made to secretarial work as a profession in the early 1900s, but it was not until the secretarial associations were organized to encourage advanced education and develop certification programs that any concerted effort was made to elevate secretarial work to a recognized profession. Only through their efforts in encouraging higher education and maintenance of high standards will real professionalism be attained. However, unless the confusion and misunderstanding of the term "secretary" is eliminated, secretarial work, in general, will never be recognized as a profession. The term "secretary" as it is used today is meaningless.

CHAPTER I

THE PROBLEM

Introduction

Business has expanded and the volume of paper work has increased so tremendously since World War II that many office jobs have taken on new dimensions and have become more specialized. The secretary of the 1960s is not just a "secretary," but an executive, legal, medical, educational, engineering, or technical secretary. Executives, in order to spend more time on top-level, decision-making matters, are turning routine work and minor decisions over to their secretaries. The demand for these capable, qualified women, as indicated in the help-wanted columns of any large city newspaper, has increased far more rapidly than the number of qualified applicants for such positions.

From 1880, when seven "type-writers" were employed, to 1960 when, according to that year's census, there were 1,492,964 secretaries,[1] the prestige of the secretarial position has had its "ups and downs." However, the profession was given renewed impetus in the '40s with the organization of the National Secretaries Association. Further recognition of the importance of the secretary was evidenced in 1951, when the first Certified Professional Secretary Examination was given.

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[1] Herbert A. Tonne, "Trends in Business Occupations in the 1960's," Journal of Business Education, XXXVII (May, 1963), 314.

The modern secretary was considered an "invaluable partner in every business operation."[1]

Statement of the Problem

This study traced the development of the position of the female secretary in the United States from 1900 through 1967.

The following general guidelines, which were illustrative of the type of information sought through this study, were compiled as an aid in systematically researching data to solve the foregoing major problem.

1. The female secretary was first recognized as such in business and in educational institutions in the early 1900s.

2. The depression had no adverse effects on the secretarial position.

3. World Wars I and II increased the demand for and responsibilities of the secretary.

4. Female secretaries came into prominence in the early 1920s.

5. Since its first recognition and acceptance in the business office, the secretarial position has progressed from one of little responsibility to a position of major decision-making importance and inclusion as part of management.

6. Secretarial organizations contributed to the professionalization of secretaries starting in the early '50s.

7. Secretarial specialization was a characteristic of the profession in the '60s.

8. Automation had little effect on the secretarial position.

---

[1] "1959--These May Be the Years When," Today's Secretary, XLVI (April, 1959), 92.

Purposes of the Study

The purposes of this study were

1. to establish a period of time when female secretaries were first acknowledged as such in the business office.

2. to obtain a composite picture of the position of the female secretary for three periods--1900 to 1920, 1920 to 1940, and 1940 to 1967.

3. to indicate a trend in the development of the position of the female secretary through these three periods.

4. to evaluate the assumption that the position of the female secretary in business has increased in importance through the years from one in which shorthand and typewriting were of prime importance to the decision-making, administrative position of 1967.

Need for the Study

Of all the histories written in both the academic and business education areas, no history of the secretarial position exists. This study attempted to fill that particular void. It was hoped that the material in this study would provide interesting reading for the layman, and enhance educators' knowledge of the secretary to aid them in improving the training of young women for secretarial positions. They could evaluate their training programs in relation to the modern professional secretary to determine whether the training offered was comparable to the requisites of the position or whether present-day secretaries were being trained for positions typical of earlier eras.

In addition, it was hoped that this study would be of value and interest to management personnel by giving them a better understanding

of the development of the secretarial position in relation to the demands of businessmen.

The following encyclopedias, published from 1894 to 1966 failed to list the term, "secretary":

1. Encyclopedia Britannica, 9th Edition, 1894
2. Encyclopedia Britannica, 11th Edition, 1911
3. Chambers Encyclopedia, 1950
4. Encyclopedia Americana, 1964
5. Compton's Encyclopedia, 1964
6. Grolier Universal Encyclopedia, 1966
7. Collier's Encyclopedia, 1966
8. World Book Encyclopedia, 1966

However, the 1966 World Book, in the section on "Office Work" devoted two paragraphs to "secretarial work."

In 1922, Arthur Church said: "Someone ought to rise and make remarks about the Secretary."[1] Since he could find nothing written about secretaries, he proceeded "to make remarks about the secretary." However, most of his information concerned secretaries of organizations or secretaries of government bureaus and dealt with duties and responsibilities rather than development of the position.

In 1948, Henrietta M. Larson compiled an annotated bibliography, Guide to Business History. Although this Guide listed hundreds of historical works regarding various phases of business including biographies of famous and influential businessmen, none of the works

---

[1]Arthur L. Church, The Training of a Secretary (Philadelphia: J. L. Lippincott Co., 1922), p. 11.

included the development of office personnel positions. In fact, she points out in relation to office management references that "it is significant that the works dealing with the subject are concerned largely with 'system' and machines--the office worker has been left in neglected obscurity."[1]

John Allen Rider completed a "History of the Male Stenographer in the United States," in 1966.[2] However, his research was not concerned with the position of the female secretary. Helen Recknagel's study,[3] "Women in White Collar Jobs," combined all women's positions--clerical, stenographic, and sales. She did not present separate information on the secretarial position or its development in business.

Ruth Anderson, noted authority in the secretarial field, told the writer in a personal conversation in December, 1966, that to her knowledge there was no history of the secretary, just a few lines here and there.

Investigation of the Chester Fritz Library card catalog revealed that there were no books, manuscripts, or studies on the history of the position of the female secretary in business, per se.

The Library of Congress in Washington, D.C. listed no references on the history of the female secretary.

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[1]Henrietta M. Larson, Guide to Business History (Cambridge, Mass.: Harvard University Press, 1948), p. 772.

[2]John Allen Rider, "History of the Male Stenographer in the United States" (unpublished Ed.D. dissertation, University of Nebraska, 1966).

[3]Helen Recknagel, "Women in White Collar Jobs: The Study of an Economic and Social Movement (1910-1950)" (unpublished Ph.D. dissertation, New York University, 1953).

Owen Sheffield, retired corporate secretary of Dun and Bradstreet, did not include the secretarial position in his recent four-volume private history of Dun and Bradstreet.[1] This exclusion seemed to be typical of other company histories; namely, Standard Oil,[2] Dan River Mills,[3] railroads and banking.[4]

George W. Bishop, Jr. pointed out the importance but lack of business history, particularly in comparison with the voluminous histories written in other areas. "We find a certain neglect of business."[5] Although his comments pertained primarily to the management and financial aspects of business, they would be even more applicable to office positions since they are not included in any history--business or otherwise. According to Bishop,

> only when students are provided with business history can they really understand American business, where it is headed and what could happen to it. Business history should consist, not of a collection of historical facts . . . but an ability to critically relate the past to the present and the present to the future.[6]

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[1]Letter from Owen Sheffield, retired Corporate Secretary, Dun and Bradstreet, November 11, 1967.

[2]Ida Tarbell, "History of Standard Oil Company," McClure's, XIX (October, 1902), 589-92. See also: "Standard Oil Company," Fortune, XVII (April, 1940), 49; (May, 1940), 79; (June, 1940), 61.

[3]Robert Sidney Smith, Mill on the Dan: A History of Dan River Mills, 1882-1950 (Durham, N.C.: Duke University Press, 1960).

[4]N. S. B. Gras and Henrietta M. Larson, Casebook in American Business History (New York: Appleton-Century Crofts, Inc., 1939).

[5]George W. Bishop, Jr., "Business History: Its Value In a College of Business Administration," Collegiate News and Views, XVI (October, 1962), 3.

[6]Ibid., p. 6.

History contributes to general knowledge and to a more thorough understanding of a particular subject, in addition to focusing attention on it. It seems, therefore, that the secretarial profession deserves the recognition and understanding which it would receive in the compilation and interpretation of historical data.

Delimitations of the Study

This study was limited to the position of the female secretary in the United States. Therefore, it did not include, except where necessary for background information or comparison, the following:

1. The male secretary.

2. The secretary of an organization who is usually elected and whose duties are outlined in the by-laws of the organization, such as the curling club, country club, literary club, or professional organization.

3. The secretary who is an officer of a business organization, such as building and loan association, chamber of commerce, railroad, etc.

4. The President's Cabinet secretary, such as the Secretary of State.

5. The social secretary.

6. Stenographers, typists, clerks, and any other general office workers.

7. The secretary outside the continental United States.

8. Secretarial training programs.

Procedures

On March 3, 1967, the topic was submitted to a department Research Seminar for discussion and suggestions. As a result of this Seminar, the time limitation, 1900-1967, was included. Definitions of the term "secretary" were also added in order to establish a frame of reference for gathering data.

On March 23, 1967, the writer's Advisory Committee approved the proposed topic. On April 15, 1967, the Graduate School also approved the topic.

The historical research method was selected as the most feasible for obtaining the necessary data. The first step was the compilation of a preliminary bibliography which was developed from the following sources:

1. Significant Research Findings in Business Education. Reports given at the Illinois Business Education Association Meeting, Peoria, Illinois, February 26-27, 1965.

2. Research Studies in Business Education by Teachers and Students in Illinois, 1960-65. Published by the Illinois Business Education Association, March, 1966.

3. Bibliography of Doctoral Dissertations, 1918-1963, American Association of Junior Colleges.

4. Index of dissertations, Chester Fritz Library, University of North Dakota.

5. Research studies on microfilm in the Chester Fritz Library, University of North Dakota.

6. Chester Fritz Library Card Catalog.

7. Business Education Index, 1951-1965, Delta Pi Epsilon.

8. Shorthand-Secretarial Research Index, 1891-1965, by Harves Rahe.

9. Educational Index.

10. International Index.

11. Business Periodicals Index.

12. Reader's Guide to Periodical Literature.

Additional references were obtained from bibliographies of books and dissertations.

Pertinent material was noted on 4 by 5 cards, sorted according to time period, and arranged by topic within each period. The material was then analyzed by subtopic to determine the emphasis of the period and the trends throughout the period. Where information seemed to be inconclusive or incomplete, additional sources were sought either in other libraries or through personal correspondence.

The University of Minnesota Library, Dr. John Rowe's personal library, and inter-library loan service were used extensively in accumulating data. In addition, personal letters requesting specific information were written to business firms and educational institutions established at the turn of the century. Letters of inquiry were also sent to professional secretarial organizations. A complete list can be found in the Appendix, pages 300-301.

Definitions of Secretary

The following typical definitions of a secretary from different years represented in this study were used as a frame of reference for gathering, analyzing, and sorting material on the secretarial position.

The secretary performs general office and personal contact work in relieving executives of administrative details and clerical duties. She must have good stenographic skills because she must be capable of taking notes from telephone conversations, in conferences, or even on unexpected occasions such as at luncheons, banquets, or when traveling. She schedules and prepares for appointments and meetings. She interviews people coming into the office, directs many to assistants to save the executive's or caller's time, and takes care of many personally. She answers, screens, and places telephone calls. She handles time schedules for appointments and for accomplishing the work of the office, including the supervision of clerical workers. The secretary handles personal and important mail; she writes or dictates routine correspondence on her own initiative. She serves as liaison with executives of other departments, collects information and data, edits and prepares reports, etc. for printing and processing.[1]

A secretary assists an executive in carrying out the details of his work.[2]

The difference between the stenographer and the secretary is not a mere matter of title. It is fundamental. One is a machine, the other an ego. . . . The stenographer may be a good speller, but the secretary knows words. She knows whether a new word or odd expression is correct and in good taste, etymologically and otherwise. . . . The stenographer has studied to make a living, but the secretary has studied to make a success. The difference comes after the training, for the stenographer's ability is the foundation upon which the secretary must build. . . . The secretary is the efficient stenographer multiplied.[3] (Refers to the middle '30s.)

Secretary is defined as one who is entrusted with private or secret matters; a confidential officer or attendant; a confidant . . . a person who conducts correspondence, takes minutes for

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[1] Chronicle Occupational Briefs (Moravia, New York: Chronicle Guidance Publications, Inc., 1966), p. 1.

[2] Esther Beamer, J. Marshall Hanna, and Estelle Popham, Effective Secretarial Practices (Cincinnati: South-Western Publishing Company, 1962), p. 3.

[3] "1919 to 1958: These Were the Years When," Today's Secretary, XLVI (April, 1959), 40-41.

others--an individual, corporation or society--and who is charged with general conduct of the business.[1]

The private secretary is a confidential attendant entrusted with the task of relieving his employer of all possible detail work and of such minor executive matters as he can so that the employer may be able to devote his whole time to executive work.[2]

Secretaries, in addition to their stenographic work, relieve their employers of numerous routine duties and often handle a variety of business details on their own initiative.[3]

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[1] Edward Jones Kilduff, The Private Secretary--His Duties and Opportunities (New York: The Century Company, 1921), p. 1.

[2] Ibid., p. 5.

[3] Occupational Outlook Handbook, 1966-67 (Washington, D.C.: U. S. Government Printing Office, 1967), p. 282.

CHAPTER II

ORIGINS OF THE SECRETARIAL POSITION

The term "secretary" means many things to many people. To some, a secretary is any office worker who typewrites and answers the telephone; to others, the secretary is one who only takes dictation and transcribes it. To those more closely associated with the position, the secretary in modern business not only has excellent stenographic ability and general knowledge, but also possesses adaptability, initiative, creativity, and a sense of responsibility. In addition, she is so well acquainted with the business she could take the employer's place in most matters when he is absent from the office.

The secretarial position for women as it is recognized in business in the United States today developed out of the amanuensis, "typewriter," and stenographic positions. However, long before lady amanuenses and female "typewriters" entered the business office, there were secretaries or scribes. The secretarial profession has been recognized and held in high esteem for almost 4,000 years.

Origin of the Term "Secretary"

The term "secretary" stemmed from the Latin word secretarius meaning a confidant, one intrusted with secrets.[1] From this word,

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[1] Webster's New International Dictionary (Springfield, Mass.: G. & C. Merriam Company, 1925), p. 1910.

"secretary" was defined as one who was intrusted with private or secret matters; a confidential officer or attendant; a confidant, which implies a close relationship of mutual trust between two people.

Ancient Secretaries

One of the earliest records of the words of another being written and preserved (a primary responsibility of the secretary) dated to the Babylonians and King Hammurabi.

> The Code of Hammurabi was 'published' about 1800 B.C. by being engraved in cuneiform characters on an eight-foot column of very hard stone which has survived intact for almost four thousand years.[1]

The law of that time required every business transaction to be in writing.[2] Therefore, the personal secretary or scribe was practically indispensable to the businessman. The scribes wrote down everything pertaining to the ancient civilization from poems and stories to inventory records. They were highly respected and honored, for they were among the few who could even read or write. Special schools were established to train government and commercial scribes. The esteem with which they were held was evidenced by the following inscription found in an old school house: "The skillful writer shall shine like the sun."[3]

A public scribe was always in the market place ready to record, on clay with a stylus, the final understanding between negotiating

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[1]Crane Brinton, John Christopher, and John Lee Wolff, A History of Civilization, Vol. I (Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1955), p. 35.

[2]Edward Chiera, They Wrote on Clay (Chicago: University of Chicago Press, 1938), p. 67.

[3]C. Bertel Nystromer, "Forty Centuries of Office Work, Part III," Journal of Business Education, XXIII (December, 1947), 22.

parties. Since the majority of the people could neither read nor write, they had to trust the scribe implicitly.[1]

The numerous references to scribes throughout the Old Testament indicated their usefulness and popularity in the pre-Christian era. For example, the 36th Chapter of "Jeremiah" referred repeatedly to scribes.

> And it came to pass in the fourth year of Jehoiakim the son of Josiah, king of Judah, that this word came unto Jeremiah from the Lord, saying 'Take thee a roll of a book, and write therein all the words that I have spoken unto thee against Israel, and against Judah. . . .
>
> . . . .
>
> Then Jeremiah called Baruch the son of Neriah; and Baruch wrote from the mouth of Jeremiah all the words of the Lord, which He had spoken unto him, upon a roll of a book.
>
> . . . .
>
> Therefore, go thou, and read in the roll, which thou hast written from my mouth, the words of the Lord in the ears of the people in the Lord's house upon a fast-day.
>
> . . . .
>
> . . . he went down into the king's house, into the scribe's chamber; and, lo, all the princes sat there, even Elishama, the scribe, and Delaiah the son of Shemaiah, and Elnathan the son of Achbor, and Gemariah the son of Shaphan, and Zedekiah the son of Hananiah, and all the princes.
>
> . . . .
>
> And they asked Baruch, saying: 'Tell us now: How didst thou write all these words at his mouth?' Then Baruch answered them. 'He pronounced all these words unto me with his mouth, and I wrote them with ink in the book.'[2]

Chapter 25 of "Proverbs" also referred to scribes. "These also are proverbs of Solomon, which the men of Hezekiah king of Judah copied out."[3]

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[1] Chiera, They Wrote on Clay, pp. 68-69.

[2] The Holy Scriptures (Philadelphia: The Jewish Publication Society of America, 1917), pp. 614-15.

[3] Ibid., p. 914.

Aaron, who spoke well, was secretary to his brother, Moses, who was slow of speech and tongue.[1]

Scribes were highly respected and honored in ancient Egypt also. Many ambitious Egyptian fathers encouraged their sons to prepare for the scribal profession. Clerkships in the Egyptian state offices--coveted positions of trust and confidence--were filled by scribes.[2] A descriptive card accompanying a sculpture of a "squatting scribe from Saggara" in a Cairo museum stated:

> Every day he took his son to the school for sons of nobles and would say to him . . . there is no trade that hath not its master, save only the scribe. He is his own master. . . .[3]

During the days of the Roman Republic, secretarial positions were filled by slaves. The upper class slaves, who were confidential assistants to the master, wrote letters, kept accounts, collected income, audited the reports of stewards and managers, made investments, and generally transacted all sorts of business matters. They were well trained, experienced, and highly educated.[4] In time, many slave-scribes earned their freedom.

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[1]Church, The Training of a Secretary, p. 169.

[2]S. R. K. Glanville, Editor, The Legacy of Egypt (London: Oxford University Press, 1963), pp. 289, 295, 298. See also: S. R. K. Glanville, The Egyptians (London: A & C Black, Ltd., 1933), pp. 31, 42-44.

[3]Francis Harmon, "Accolade to the Scribes," The Christian Century, LXXIX (April 18, 1962), 507.

[4]Harold Whetstone Johnston, The Private Life of the Romans (Chicago: Scott, Foresman and Company, 1903), pp. 100, 288.

Perhaps the best known Roman secretary and confidant was Cicero's former slave, Marcus Tullius Tiro (63 B.C.). The esteem with which he was held was evident in several letters Cicero wrote to and about him.[1]

As Rome grew in population and wealth, the freed scribes increased in both numbers and influence. They became an important element in Roman politics. Stenography was a stepping stone to future greatness for ambitious youths from the provinces. The newcomers were welcomed to Rome by the veteran stenographers who often took dictation along with them, and compared transcripts to check the youngsters' accuracy. Stenographers who had reported 100 divorce cases were retired on a life pension by Roman emperors. Even at that time, stenographers held annual banquets and paid to have their proceedings "printed" for the Roman archives. As long as Rome was free and flourished, stenographers were favored and prospered. Revolution and invasion, though, ended their era of glory.[2]

In the early Christian era, almost all the early popes and hierarchy of the Church employed shorthand writers.[3] A few were secretaries themselves like the Archbishop of Rheims, who was Charlemagne's secretary. The Archbishop was particularly noted for his great

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[1] G. E. Jeans, The Life and Letters of Marcus Tullius Cicero (London: Macmillan & Company, 1887), pp. 184-87.

[2] James Abbott, "Ye Roman Stenographers," Browne's Phonographic Monthly, V (February, 1880), 32-33.

[3] John Robert Gregg, "A Short History of Shorthand," The Gregg Writer, XXIV (December, 1921), 169.

executive ability and his excellent recording ability.[1] Saint Paul dictated several of his epistles to shorthand writers,[2] particularly the one to the Colossians where Tichicus wrote the shorthand and Onesimus transcribed.[3]

The decline of the Roman Empire also brought the downfall of shorthand and scribes. Emperor Justinian forbade writing in "catches and short-cut riddles of signs."[4] Frederick II issued an edict which rendered shorthand a lost art. He ordered all shorthand characters destroyed as being "necromantic and diabolical."[5]

Shorthand had its martyrs. Genesius, secretary to the magistrate of Arles reported, in shorthand, the judicial proceedings for the public archives. One day he refused to record an impious and sacrilegious edict of the Roman emperor, Maximian Herculeus, calling for the persecution of the Christians about 303 A.D. He fled from Arles, but was later captured and beheaded on the banks of the Rhone.[6] In 1912, 1,100 stenographers signed a petition requesting the Pope to proclaim

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[1] Church, The Training of a Secretary, p. 170.

[2] Frederic W. Farrar, The Life and Work of St. Paul, I (New York: E. P. Dutton & Company, 1902), p. 576.

[3] "The Pistle of St. Paul to the Colossyans," The New Testament, Translated by William Tyndale, 1534 (Cambridge: University Press, 1938, Reprint), p. 424

[4] John Robert Gregg, "A Short History of Shorthand," The Gregg Writer, XXIV (January, 1922), 175.

[5] Ibid.

[6] Alban Butler, Lives of the Saints, Vol. VIII (London: Burns, Oates, and Washburne, Ltd., 1933), pp. 305-6.

St. Genesius the patron saint of stenographers.[1] However, because of the Pope's illness, final consideration of the petition was delayed indefinitely. In 1931, The Gregg Writer reported that

> . . . stenographers are going to have a patron saint in the person of St. Gene d'Arles. . . . There is a chapel in his honor at Arles where the stenographers of southeastern France in 1922, placed a plaque in his memory.[2]

There was, though, no indication of official Vatican action. In fact, according to some writers, St. Cassianus was proclaimed patron saint of shorthand writers in 1952. St. Cassianus, expelled as Bishop of Brescia, established an academy at Imola in the Province of Bologna where he taught shorthand. One day exasperated pupils stabbed him to death with their styli.[3]

Which saint was officially the patron saint of stenographers is open to conjecture. According to Reverend Gerald Potter, Religion Department, University of North Dakota, and Reverend Robert Branconnier, Director, Newman Foundation, Grand Forks, patron saints are not proclaimed by Vatican decree. The usual procedure was for the profession or trade to adopt a particular saint as its patron.[4] On this basis, it would seem that St. Genesius, because of the petition and recognition rendered him by stenographers, could more aptly be deemed the patron saint of stenographers.

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[1] Gregg, "A Short History of Shorthand," (December, 1921), p. 169.

[2] "A Patron Saint for Stenographers," The Gregg Writer, XXXIII (January, 1931), 243.

[3] H. Glatte, Shorthand Systems of the World (London: By the author, 22 Rayleigh Rd., 1958), p. 4. See also: Gregg, "A Short History of Shorthand," (January, 1922), p. 174.

[4] Interviews with Reverend Gerald Potter and Reverend Robert Branconnier, December 14, 1967.

During this period of stenographic martyrdom, "it was decreed that stenographers who copied the writings of the teachers of heretical doctrines should have their hands 'hewn off.'"[1]

The use of shorthand in Europe was completely suppressed from the days of stenographers' persecution to the Renaissance (late 15th Century). Some of the religious monks continued to preserve records and teachings privately, but the practice was neither widespread nor public. The revival of interest in religion, the arts and sciences, literature, and social and political relations also aroused a new interest in recording this wisdom by some means of brief writing. The first evidence of this revival was the recording of the sermons of Giralomo Savonarola, a "new profet," (1452-1498) in some form of abbreviated writing by Lorenzo di Jacopo Viola, in the 15th Century.[2]

In the Middle East, though, the Persian poet, Nizami-i-Arudi Samarkandi, wrote about the 12th Century secretarial duties in his Four Discourses.

> He should, when exercising his secretarial functions, guard the honor of his master from degrading situations and humiliating usages. And in the course of his letters . . . he should not quarrel with honourable and powerful personages; and even though enmity subsist between his master and the person whom he is addressing, he should restrain his pen.[3]

With the encouragement of Queen Elizabeth in the 1600s, the secretarial position again became prominent and popular. William

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[1]Gregg, "A Short History of Shorthand," (January, 1922), p. 174.

[2]Ibid., p. 175. See also: Thomas Anderson, History of Shorthand (London: W. H. Allen and Company, 1882), pp. 81-82.

[3]Quoted by Carol Tory, "These Were the Years That Were," Today's Secretary, LXVIII (May, 1966), 31-32.

Shakespeare, in at least two of his famous works, referred to secretaries. The list of characters for Henry VIII included the "secretaries of Wolsey," and in Act I, Scene 2, Wolsey said to his secretary: "Let there be letters writ to every shire. . . ."[1] In Much Ado About Nothing, Act IV, Scene 2, when Conrade and Borachio are brought before Dogberry, Verges, the Sexton, and the watch for questioning, Verges said: "O! a stool and cushion for the sexton, who is to be the secretary of the meeting."[2]

One of the first known books defining a secretary and outlining his duties was published in the Elizabethan Era. The English Secretary by Angel Day, first published in 1586, was written primarily for Englishmen who wished to improve their letter-writing skill.[3] In the 1599 edition, Day added a section entitled "The Partes, Place, and Office of a Secretory." Day elaborately compared the secretary to a closet which he summarized as follows:

> [The Secretory is] a keepor or conservator of the Secrets unto him committed. . . . As to a Closet, there belongeth properly, a doore, a locke, and a key; to a Secretory, there appertaineth Honesty, Care and Fidelity. . . .[4]

Day also commented on secretarial qualifications and qualities including an extensive discourse on the importance of good letter writing.

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[1]William Shakespeare, Henry VIII, I, ii, 43.

[2]William Shakespeare, Much Ado About Nothing, IV, ii, 94.

[3]Robert O. Evans, Introduction to The English Secretary by Angel Day, 1599 Edition (Gainesville, Florida: Scholar's Facsimilies and Reprints, 1967).

[4]Ibid., pp. 102-3

. . . It is requisite that hee be descended of honest familie or parents, . . . had good education, whereby the mind well-disposed is oftentimes framed to verie good purpose. . . . [1]

. . . .

Touching his Qualitie, it is requisite, that first and above all other, he be a man secured from all kind of pride, arrogancie or vaine of himselfe, for that the infection of these, are steppes unto all maner of disorder, contempt, malice, and presumption whatsoever: that he be not litigious in argument, as one vainlie given to contend: that hee bee no ordinarie scoffer, or frivolous deluder of other mens speeches, gestures, reasons, or conditions: that he be no quareler, lewd speaker, privy carper, and flanderer, or sinishter backbiter of other mens actions, or laudable in indevours: but contrarie hereunto that he be in speech gentle, in gesture friendlie, in looks familiar, in talke courteous, in argument not obstinate, but giving place to better opinions, that gladlie of everie one he do suppose the best, be readie to excuse infermities, and to value imperfections, that in teaching hee become not another Democratus, or in carping a Zoilus, that his tongue, eie, and thoughts, be indifferentlie framed to judge trulie and unpartiallie of everie one: that of all thinges hee abhorre private quarels, and open contentions, and as the rocks of Scylla doe eschue of anie one absente unable to speake, or otherwise to enforme against them, for that in these qualities and conditions properlie, each one carieth a decernment of that which neerest appertaineth to a Gentleman.[2]

. . . .

This vertue of ordring and keeping the tongue is unto our Secretory not the least of manie other points wherewith he ought especiallie to be charged . . .[3]

. . . .

. . . for the most part to the handling of deepe and weightie affaires, wherein his capacitie shall sundrie wayes be exercised, and his wits throughlie tryed, it behooveth he therefore be furnished with skill and knowledge accordinglie, whereby the better to be adapted, unto the ordinarie usage and employment thereof. To this end it befitteth that he bee well studied, especiallie in the Latine tongue . . . that he retaine with himsefe a sound and good memorie . . . be well languaged, to be sufficientlie read in the Histories and Antiquities of times past, . . . to have notice both by

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[1] Ibid., p. 120.

[2] Ibid., p. 122.

[3] Ibid., p. 123.

reading and conference, of the situations, customs, maners and conditions of men, cities, countries, and common weals, to have familiaritie with strangers, and men of diverse nations . . .[1]

. . . .

. . . His office is likewise to entertaine all maner of suters unto his Lord, to conceive and understand of their severall occasions, and how much or how little, they or anie of them do import, to answere the dispatch of the greatest with as much facility as he may, and those of lesse moment with discretion to remove, and put back to the end the walkes and passages of his Lord bee not with the vaine and frivilous demeanours of people too often encumbred.[2]

Famous Secretaries in Early American History

Many noted English secretaries helped settle the American colonies. Simon Bradstreet was appointed secretary to the colonial courts in 1630.[3] John Winthrop, Jr., who became governor of Connecticut, was originally a secretary. He and his wife, Martha Fones Winthrop, corresponded in shorthand while he was in Ipswich, Massachusetts, and she was in Boston in 1633. Mrs. Winthrop was the first American female stenographer of whom there was a record.[4] In 1699, William Penn persuaded James Logan to accompany him to the colonies as his secretary. When Penn returned to England two years later, he left his American affairs completely in the hands of Logan who carried on for him for the next 50 years.[5]

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[1] Ibid., p. 127.

[2] Ibid., p. 131.

[3] John Robert Gregg, "A Short History of Shorthand," The Gregg Writer, XXIV (June, 1922), 350. See also: "Simon Bradstreet," Encyclopedia Americana, 1967, IV, 389.

[4] Gregg, "A Short History of Shorthand," (June, 1922), pp. 349-50. See also: "Shorthand," Encyclopedia Americana, 1967, XXIV, 747.

[5] "William Penn," Encyclopedia Britannica, 1966, XVII, 561. See also: Church, The Training of a Secretary, p. 24.

The secretarial position also provided many other famous Americans with a start on their political careers. Alexander Hamilton, one of George Washington's confidential secretaries, was entrusted with all his correspondence.[1] John Quincy Adams, at only 14, served as private secretary to Francis Dana, Minister to Russia in 1781. De Witt Clinton, Governor of New York and promoter of the Erie Canal, was initiated into the politics of the state by traveling with his uncle, George Clinton, the first governor of New York, as private secretary from 1790-95. Henry Adams, grandson of John Quincy, obtained his first contact with diplomatic affairs as his father's secretary while he was ambassador to Great Britain during the Civil War.[2] John Hay, Secretary of State under President McKinley and President Theodore Roosevelt, served as one of Abraham Lincoln's private secretaries from 1861 to 1865.[3]

All these early secretaries, from the days of Hammurabi to Colonial America had several things in common. First, they were all men. Second, they all recorded the words of another--reports, minutes of meetings, or letters--and then either rewrote or read them to others. Some also kept accounts and composed letters for their employers. Third, they were highly educated. In many cases, the secretaries or scribes were the only people in a community who could read or write.

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[1] "Alexander Hamilton," Encyclopedia Britannica, 1966, XI, 29.

[2] The Gregg Writer, XXXIII (February, 1931), 294.

[3] Ibid. See also: Church, The Training of a Secretary, pp. 24, 169.

Fourth, they were highly respected and honored. In addition, the secretarial position was considered a stepping stone--the road by which a bright young man could enter business, learn all about it, and be promoted to a managerial or government position.

The First Women in Offices in the United States

Although women have been associated with business since the colonial period, they were not hired in offices until the 1800s. During the colonial period, Governor Winthrop declared that women were "expected to stick to household matters and to refrain from meddling in such things as are proper for men whose minds are stronger."[1] In spite of this attitude, many widows and merchants' daughters operated their own businesses.

> In the records of time they appear with striking frequency as pawnbrokers, money-lenders, stationers, booksellers, shopkeepers of many sorts, shipowners and clothing contractors for the Army and Navy.[2]

Women were also butchers, bakers, and textile manufacturers.[3] Many a woman, too, carried on her husband's business after he died.[4] They were evidently looked down upon, though, because "in 1833, wifehood and

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[1] Charles A. Beard and Mary R. Beard, The Rise of American Civilization, Vol. I (New York: The Macmillan Company, 1946), p. 182.

[2] *Ibid.*, p. 25.

[3] *Ibid.*, p. 26.

[4] Inez Irwin, Angels and Amazons--A Hundred Years of American Women (New York: Doubleday Doran and Company, 1933), p. 8. See also: Thomas Woody, History of Women's Education in the United States, Vol. I (New York: Science Press, 1929), p. 162-63.

motherhood were the only careers approved of for women. . . ."[1] Ignorance supposedly made women more attractive, and physical weakness made them even more appealing; for example, the ideal woman of the early 1800s was portrayed by Charles Dickens' Dora in David Copperfield.[2] A high school education was considered an asset for marriage, but it was a social disgrace for a woman to accept a position in which she could support herself.[3]

However, women rose up against this traditional attitude and began to accept positions for pay outside the home. The first women in offices in the United States were clerks in Government departments. The first women in this capacity, Sarah Waldrake and Rachael Summers, were hired by the Treasury Department in Philadelphia in 1795. They weighed coins for 50 cents a day.[4] In 1854 Clara Barton was appointed head clerk in the Patent Office in Washington--the first female employee in that department. The other clerks resented her and tried by rudeness, slander, and disobedience to drive her out. However, she steadfastly remained for three years during which time she completely reformed the office.[5]

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[1]Grace Abbott, "The Changing Position of Women," A Century of Progress, Charles Beard, editor (New York: Harper & Brothers Publishers, 1933), p. 256.

[2]Charles Dickens, David Copperfield (New York: Dodd, Mead & Company, 1943).

[3]Grace Abbott, "The Changing Position of Women," p. 266.

[4]Joseph Nathan Kane, Famous First Facts (3rd ed.; New York: W. H. Wilson, 1964), p. 659.

[5]Elmer C. Adams and Warren Foster, Heroines of Modern Progress (New York: Sturgis & Walton, 1913), pp. 155-56.

When men were drafted away from clerical jobs to fight in the Civil War, women were provided their first opportunity to be hired in greater numbers. General Francis Elias Spinner, of the Treasury Department, was credited with the general employment of women in government service in 1861. He hired 1,500 women to replace men counting currency and doing copy work. The results were extremely gratifying. The women were more deft and equally as conscientious and honest as men.[1] They not only freed men to become soldiers, but were hired cheaper and were more efficient.[2] General Spinner remarked that "the fact that I was instrumental in introducing women to employment in the offices of the Government gives me more real satisfaction than all the other deeds of my life."[3]

Through his bold venture, the door was opened for women to work in business and government offices which, up to that time, had always been man's private domain. The United States Census Bureau furthered the recognition of women office workers by creating the census classification, "Clerical and Kindred, female," in 1870.[4] By 1893, all barriers to women's employment in government had been removed except for a slight prejudice against their sex in the higher places.[5]

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[1]"Women Employed in Departments at Washington," Frank H. Harrison's Shorthand Magazine, IV (February, 1893), 389-90.

[2]Ernest Groves, The American Woman (New York: Emerson Books, Inc., 1944), p. 241.

[3]The Gregg Writer, XLV (April, 1943), 345.

[4]U.S., Department of Labor, Women's Bureau, Women's Occupations Through Seven Decades, Bulletin No. 218 (Washington, D.C.: Government Printing Office, 1951), p. 75.

[5]"Women Employed in Departments at Washington," p. 390.

Women and Stenography

While the number of female office clerks was increasing rapidly, a few women chose to learn shorthand or phonography, as it was then called, a field of work completely dominated by men. Up to 1852 shorthand was used almost exclusively in the law courts. All the shorthand writers were shorthand reporters and were men. According to Manson, only five women in New York made their living by writing shorthand in 1868.[1] Among these women shorthand writers were Miss Marion Dowd, Miss Hattie Stafford, Miss Jennie Turner; and Mrs. Clara F. Brockway, the only female court reporter.[2] According to the 1870 United States Census, there were seven female stenographers.[3]

Although women were not particularly welcome in the courts, Eliza Burnz urged intelligent women in 1872 to prepare for the shorthand reporting field because they were well adapted to it. According to Mrs. Burnz, "quickness of thought and action is the chief constitutional requisite for its successful practice," but a knowledge of English grammar and composition and the ability to write a legible longhand were also essential.[4]

When shorthand was introduced to the United States from England, the terms "phonography" and "phonographers" accompanied it. However,

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[1]George Manson, Work For Women (New York: Pitman's, 1883), p. 10.

[2]Eliza Burnz, "Cooper Union Shorthand Classes," The American Shorthand Writer, III (August, 1883), 116.

[3]Alba M. Edwards, "The White-Collar Workers," Monthly Labor Review, XXXVIII (March, 1934), 505.

[4]Eliza Burnz, "Work for Intelligent Women," American Journal of Phonography, II (October, 1872).

Edward F. Underhill, on opening his office in New York in 1854, called himself a "stenographer" rather than "phonographer." He maintained that since all shorthand writing was not based on sound (phonography), but on short writing (stenography), the term "stenographer" more adequately identified people who wrote shorthand. Underhill was also instrumental in having the term "stenographer" used in all the New York state laws regarding shorthand writers. Since that time all American shorthand writers have been officially referred to as "stenographers" rather than "phonographers."[1]

Shorthand was introduced into business offices in the mid-1800s at which time the term "amanuensis" was used synonymously with "phonographer" and "stenographer." Thomas Powers of Powers and Wrightman in Philadelphia had the idea in 1852 that the use of shorthand would greatly facilitate the work in his expanding business. He chose Randolph Sailee, a recent graduate of Philadelphia High School, which was then teaching shorthand, to try his plan. It was successful, and from then on he was never without a shorthand writer. Several other Philadelphia firms followed Powers' example and by 1880 several hundred firms employed a stenographer as a business assistant. One railroad hired five shorthand writers in one office. The manager of a large coal-oil works reported that his use of a shorthand writer completely revolutionized his method of doing business.[2]

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[1]Edward F. Underhill, "The Man Responsible for the Term 'Stenographer' in America," Frank Harrison's Shorthand Magazine, III (January, 1892), 246.

[2]"Recent Advances of the Phonographic Movement," Browne's Phonographic Monthly, VI (February, 1881), 29.

When A. C. Scott-Browne opened the New York College of Phonography in September, 1874, New York businessmen were not aware of the valuable contribution shorthand writers could make to the efficiency of their offices. The purpose of Scott-Browne's school was to prepare

> . . . men and women for shorthand writers in three distinct degrees of qualification; viz:
>
> 1. Commercial Stenographers or Amanuenses
> 2. Stenographic Secretaries
> 3. Verbatim Reports for Court, Convention, Lectures and general verbatim work of any kind, legal, political, medical, scientific, literary, etc.[1]

Scott-Browne's plan was to

> . . . go out to some prominent leading man in the business world and tell him how he can save for business promotion nearly all his time, now spent on his correspondence, by dictating his letters to a stenographic secretary who can take down his words as fast as he utters them, and go to the desk and transcribe them in longhand, ready in letter-form for his signature, prepare them for mailing, and leave him free to push any ideas that his fertile mind could conceive of; astonishing himself by the possibilities and actual realization of business expansion that would loom up before him; and, by getting the business people of the world to grasp this great lever of power, the business world could be revolutionized.[2]

Scott-Browne trained George Lucas, a 20-year-old clerk in a dry goods store. He then approached J. Pierpont Morgan, convinced him to grant Mr. Lucas an interview, and demonstrated to Morgan how to dictate a letter. Morgan was so impressed with the results, he hired Lucas immediately for $25 a week, $18 more than he had been receiving as a sales clerk. George Lucas, then, became the first office stenographer in New York and helped to open a new profession for both men and women.[3]

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[1] A. C. Scott-Browne, "Some Stenographic History," The Stenographer and Phonographic World, XLIV (April, 1915), 109.

[2] Ibid.

[3] Ibid., pp. 109-110.

Four years later, Scott-Browne also convinced an executive from Standard Oil to hire a young gentleman to take dictation. The executive not only hired the young man, but was so pleased with his work that in a three-year period Standard Oil employed 30 stenographers.[1]

The business amanuensis was expected to report and typewrite letters. He did not file correspondence or mail the letters. Those jobs were usually performed by a file clerk and office boy who were often responsible to the amanuensis.[2] The amanuensis, as well as the private secretary or personal stenographer of 1886, was expected to be honest, willing and obliging, patient, systematic, accurate, secretive, and a gentleman. "No clown or boor is fit to hold the position of private secretary to any gentleman."[3] The amanuensis position was one of trust and responsibility and required the keeping of strict confidences. The amanuensis was expected to make his employer's interests his own. Dictation had to be taken verbatim with any changes being made in the transcription rather than in the original notes. He was expected to transcribe his notes rapidly in the neatest possible manner, preferably on the typewriter.[4] He was also expected to have a plain, readable style of penmanship, good knowledge of spelling and punctuation, business

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[1]"The Boom for Amanuensis," Browne's Phonographic Monthly, VI (June, 1881), 105-6.

[2]Francis Wagner, "The Amanuensis in a Railroad Office," The National Stenographer, VI (1895), 12.

[3]"The Amanuensis," Journal of the Stenograph, I (September, 1886), 1.

[4]Ivan Goodner, "The Amanuensis and His Duties," Brown and Holland Shorthand News, II (September, 1883), 182-84.

forms and methods, and know how to write a good business-like letter.[1]

The term "amanuensis" was often used interchangeably with "stenographer," but shorthand reporters resented being confused with amanuenses. Shorthand reporters were ashamed to do amanuensis work and, in most cases, the amanuensis was not capable of doing the reporter's work, nor did he receive as high a salary as the shorthand reporter.[2] In fact, according to the editor of the American Shorthand Writer, "no stenografer who thinks anything of himself or his profession will hire out to do menial office work in connection with his legitimate business. . . ."[3] It was primarily "in connection with the courts of law that stenographers have earned reputation and money. However, phonographers with limited experience are employed as amanuenses in places of business."[4]

Before the introduction of shorthand into the business office, women shorthand writers had limited opportunities to exercise their skill. When Cooper Union of New York City first proposed to its Board of Trustees a plan for starting shorthand classes for women only in 1871, the Board refused because

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[1]W. E. Hickox, "Shorthand Clerks," The American Shorthand Writer, IV (February, 1884), 21.

[2]"Browne's Sorrow," Brown and Holland Shorthand News, II (December, 1883), 245.

[3]"Hints to Amanuensis," The American Shorthand Writer, II (July, 1882), 1.

[4]Burnz, "Work for Intelligent Women."

> First,--the art itself was difficult and complicated, requiring a long period of study and practice to use it successfully,
>
> Second,--the places where shorthand was practiced were not suitable for the presence of women; and
>
> Third,--the business of shorthand reporting was a very limited one and already fully occupied by competent practitioners of it.[1]

However, Eliza Burnz was convinced women should be given the opportunity to learn shorthand. She obtained opinions of outstanding male shorthand writers who testified that stenography was a suitable and promising occupation for women. These statements plus the increasing demand by women for such training finally persuaded the Board to approve an experimental class in July, 1872. Even though the class was extremely popular, it was not until 1883 that the Board of Trustees approved plans to provide thorough instruction in stenography for women 16 to 20 years of age. Its decision was due to a great extent to the increasing demand for shorthand amanuenses in business houses.[2]

In 1880, Mrs. Scott-Browne organized a class in phonography for working girls at the New York YMCA. The class, extremely popular and well attended, was later taken over by Mrs. Burnz. Graduates of the first class, Miss F. E. Wheeler and Miss Mary Steele, both secured stenographic positions with the Electric Light Company and Barker and Company respectively.[3]

By 1880, the shorthand amanuensis was fairly well established in commercial firms. Banks, railroad offices, insurance offices, and all

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[1]Burnz, "Cooper Union Shorthand Classes," pp. 116-18.

[2]*Ibid.*

[3]*Browne's Phonographic Monthly*, VI (October, 1881), 194.

kinds of other commercial establishments demanded their services. S. S. Packard of Packard's Business College commented:

> The demand (for kompetent stenografers) has been unusually larje this seazon, owing, probably to business men beginning to see how valuable a stenografer iz in the prompt dispatch of business korrespondens. There iz need of 3,000 more offis stenografers in New York City; and it iz prinsipally by a business man seeing a stenografer taking dicktations that enlightens him az to the benefits of such an akwisition to hiz busines.[1]

Dio Lewis highly recommended "fonografik amanuensis" as a satisfactory occupation for women in 1882.

> The phonographic amanuenses has become an absolute necessity to literary men, and to business men of large correspondence . . . the general impression is that women are particularly well adapted to the art of phonography. . . . The occupation is, in many respects, a happy one for women.[2]

Between 1878 and 1883 the total shorthand writers in 16 eastern and central states increased from 1,892 to 9,056. About 20 per cent of the employed shorthand writers in 1883 were ladies.[3]

Reporting at the National Shorthand Teachers' Association in Saint Louis in 1901, Jerome Howard also indicated the trend in the employment of the amanuensis in the business office.

> Years ago only the largest business establishments made use of stenographic help. In recent years the small firms having only a few letters each day to write also find an amanuensis is a valuable adjunct to a business office.[4]

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[1] "Demand for Kompetent Stenografers," Browne's Phonographic Monthly, V (June, 1880), 116.

[2] "Amanuenses' Work," The American Shorthand Writer, II (February, 1882), 1.

[3] Goodner, "The Amanuensis and His Duties," p. 184.

[4] Jerome Howard, "25 Years of Shorthand Schools," The Gregg Writer, IV (January 15, 1902), 110.

The major work of the amanuensis in the business office was handling correspondence, for which women were deemed particularly well suited. Most women shorthand writers in the business office hoped for a promotion to head correspondent.

Although the increasing use of shorthand in business offices created more demand for competent female amanuenses, the invention of the typewriter admitted women to offices in even greater numbers.

The Invention of the Typewriter

When Christopher Latham Sholes invented the forerunner of the first practical, marketable typewriter in 1867, women were provided their greatest opportunity to move into the business world. Lillian Sholes (Mrs. Charles L. Fortier), the inventor's daughter, was recognized as the first female operator of the typewriter.[1] However, Mrs. M. A. Saunders was honored by the Remington Typewriter Company in 1905 as "the first lady typist." At the completion of 30 years with the Remington Company, she was presented a watch with the inscription "1875-1905. To the Pioneer Operator. From the Pioneer Manufacturer."[2] No doubt Miss Sholes operated her father's first machine at home before Remington actually marketed the machine in 1874, but Mrs. Saunders was probably the first commercially employed "typewriter."

Typewriter sales were slow when the machine first came on the market in 1874. In fact, George Yost, a high-pressure salesman, was

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[1] "In Grateful Memory," The Gregg Writer, XXVII (September, 1924), 52. See also: A. Alan Bowle, "Taking Us Back to the 80's," The Gregg Writer, XXXV (June, 1933), 515.

[2] "The First Woman Typist," The Stenographer's Magazine, I (November, 1908), 7.

unable to market the machine successfully. Remington, discouraged with Yost's failure to sell the typewriter and convinced it had no future, threw the parts on the scrap heap. In the meantime, the R. G. Dun Company had been experimenting with the typewriter to duplicate reports, and decided the typewriter could have a practical application in disseminating credit reports to subscribers.

In December, 1874, Erastus Wiman, one of Dun's profit-sharing managers, persuaded Remington to resume production by ordering 100 machines and indemnifying Remington with a $5,500 certified check--the cost of manufacturing the 100 machines. The Dun Company took 10 immediately to train reporters and, at the same time, placed an order for 150 additional machines. Yost, with Wiman's help, succeeded in selling all of the original machines.

By November, 1875, R. G. Dun Company had 160 typewriters and trained operators in their offices in the United States and Canada, and the new system of distributing typed reports to its subscribers was started. With 25,000 subscribers--wholesalers, manufacturers, bankers, and insurance companies--throughout the United States and Canada and a small number in Great Britain and France, the attention of the business world was focused almost over night on the typewriter. Thousands of businessmen were able to see the practicality of the typewriter through Dun's typewritten reports. Since women were hired in all the agency offices to type credit reports, a new field of employment opened for women. At that time, the R. G. Dun Company was the largest single user of the typewriter. Dun and Bradstreet subscribers have had the benefit

of detailed typewritten reports since the advent of the typewriter in 1875.[1]

As early as 1870, several years before the typewriter was sold to the general public, Silas Packard offered 20 to 30 free scholarships in his business college to young women who would take a full course in typewriting and stenography. However, no one accepted his offer until 1873 when three young ladies tried.[2] The YWCA in New York City, though, was generally given credit for offering the first organized class in typewriting to eight young ladies in 1881.[3]

In order to attract attention to their machine, "writing machine" salesmen hired pretty girls to demonstrate them. When businessmen started to buy, they hired the pretty operators, too. Thus, from the very beginning, women have been associated with the typewriter in the public mind.[4]

Men were not particularly interested in careers as copyists. Copying was the main duty of the first "typewriters." Men accepted that kind of work more or less as a last resort. Therefore, they had little, if any, desire to learn how to operate the typewriter. As a result, the typewriter field was left almost entirely to women. It was estimated that, in 1880, there were about 200 to 300 women employed as typewriters

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[1]Letter from Owen Sheffield, retired corporate secretary, Dun and Bradstreet, November 10, 1967.

[2]"Women in Business I," Fortune, XII (July, 1935), 57. See also: Cheeseman A. Herrick, Meaning and Practice of Commercial Education (New York: The Macmillan Company, 1904), p. 192.

[3]Carol Tory, "These Were the Years that Were," p. 76.

[4]Irwin, Angels and Amazons, p. 184.

in legal and commercial firms in New York, and the demand for intelligent and skilled operators increased constantly.[1] By 1890 women had almost completely monopolized typewriter operation.[2]

Many shorthand reporting firms hired "typewriters" to transcribe shorthand notes and type manuscripts. It was very common for one person to record in shorthand and another to transcribe.[3] Most reporters did not know how to typewrite and had no desire to learn. Before the invention of the typewriter they hired an amanuensis or copyist to prepare the transcripts. These skilled, rapid penmen wrote the transcripts neatly and more rapidly than the reporter could himself. However, the longhand amanuensis did not last long after the invention of the typewriter. The reporters and their amanuenses soon recognized the value of the typewriter, and the reporting office became among the first to use the "writing machine" to any great extent.[4]

According to Orison Marden, in 1914,

> The typewriter opened a new door for women, and doors have been opened to her so rapidly ever since that there are few positions that she is not found represented in today.
>
> Little by little she has pushed against the door of opportunity, until to-day it is standing almost wide open. Many men are still pushing on the other side of this door, trying to prevent the threatened 'stampede' of women, but men have never

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[1] "A New Field of Woman's Work," Browne's Phonographic Monthly, V (February, 1880), 23.

[2] Robert Smuts, Women and Work in America (New York: Columbia University Press, 1959), p. 5.

[3] Brown and Holland Shorthand News, II (May, 1883), 110.

[4] "The Operator," The Gregg Writer, XXXV (March, 1933), 375.

> yet been able to close any door that woman has opened. Every foothold she has ever 'gained' she has held.[1]

The typewriter not only opened the office door for women, but caused a revolution in business offices and office procedures. The Women's Bureau of the Department of Labor recognized the significance of the typewriter as follows:

> Not only, therefore, has the typewriter revolutionized modern business methods, but it has created an occupation calling for more women than have been employed as a result of any other invention.[2]

Businessmen learned that by dictating their letters to another who typed directly from dictation, they could save themselves a great deal of time and eliminate the mechanical drudgery of their jobs. Five years after the typewriter appeared on the market as a mechanical curiosity, "its monotonous click could be heard in almost every well-run business office in the country."[3]

The typewriter also gave women an opportunity to disprove the ancient tradition that "woman's place is in the home."[4] They enrolled in business courses in private schools, were hired in increasing numbers, proved themselves capable on the job, and established a foothold in the business office. By 1888, there were some 60,000 female

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[1]Orison Marden, "Typewriter Opened World for Women," The Gregg Writer, XVI (July, 1914), 626-27.

[2]U.S., Department of Labor, Women's Bureau, The Effects of Applied Research Upon the Employment Opportunities of American Women (Washington, D.C.: Government Printing Office, n.d.), p. 42.

[3]"What the Typewriter Is Doing," Scientific American, LVII (October 22, 1887), 256.

[4]Bowle, "Taking Us Back to the 80's," p. 515

"typewriters" in the country.[1] By 1900, the typewriter was in general use in most offices.[2] Many women hoped to find husbands in the office and were using their jobs as stop-gaps before marriage. Others, though, sought office careers and hoped to advance from "typewriters" to more responsible, better-paid positions.

From "Typewriter" to Stenographer

When the typewriter was first used in the business office, the operators were also called "typewriters," and shorthand writers were referred to as "stenographers." Each had his own function in the office. As the demand increased for trained operators and the use of shorthand in business increased, many female stenographers also learned to typewrite, and "typewriters" learned shorthand. Gradually, the term "stenographer" denoted a person who performed both functions--taking shorthand and transcribing on the typewriter. In the late 1800s the term "amanuensis" also referred to a person (male or female) who performed both stenography and typewriting skills in a business office.[3]

By 1880, the lady amanuensis or stenographer was firmly established. Many firms seeking stenographers often requested women because they added refinement and propriety to the office. The influence of

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[1]Tory, "These Were the Years That Were," p. 77.

[2]A. L. Lawrence, "Some Recent Developments in Secretarial Training," Balance Sheet, XII (February, 1931), 187. See also: Heald's Business College Annual Circular and Catalog (San Francisco: Privately printed, estimated date 1891), p. 39.

[3]"Supply and Demand," The Gregg Writer, XXXIII (December, 1930), 169.

only one woman in an office seemed to create a higher degree of respect and propriety among all the workers.[1]

In the next ten years, the stenographer became even more popular and was considered necessary for the success of a business office--more so than a man in the same position. She brought an air of tidiness and cheerfulness to the office that was not evident in all-male offices. No office was complete without a lady employee. According to M. A. O'Neill, "they performed their work more accurately, neatly and promptly and were always more obliging than men. In addition, they make better confidential clerks than men."[2]

No type of clerical work developed as rapidly as shorthand and its "twin," typewriting. The stenographer and "typewriter" had become almost as necessary to business firms as the bookkeeper. In 1882, there were less than a hundred people employed in Boston in this line of work. Ten years later about 8,000 men and women were employed as stenographers and "typewriters."[3]

In Pittsburgh in 1885 about half of the approximate 300 shorthand writers were women. Most were employed in business houses, railroad offices, and similar firms, but a few were in business for themselves.[4]

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[1] "About Lady Amanuensis," Browne's Phonographic Monthly, VII (October, 1882), 261.

[2] M. A. O'Neill, "Superiority of Women as Stenographers," The National Stenographer, II (May, 1891), 160.

[3] "Shorthand in the Schools," Frank Harrison's Shorthand Magazine, IV (October, 1892), 196. See also: "Background of Business Schools," The Rowe Budget (Baltimore: The H. M. Rowe Company, May, 1964), p. 21.

[4] "Shorthand in Pittsburgh," The Phonographic World, I (September, 1885), 25.

One of the most prominent lady stenographers of the 1800s was Alice C. Nute. Originally an expert telegrapher for Western Union Telegraph Company, she turned to stenography. In 1877, she and Charles Scates formed a stenographic firm in Chicago. In the stenographic field, she was recognized as one of the most successful lady stenographers of that time.[1]

Miss Nute turned to stenography because it was a field in which she could receive pay comparable to men for comparable work.[2] Although there were discrepancies in salary, business school officials indicated that both men and women were paid according to their skill and ability. Any difference in salary was because women did not prepare themselves as thoroughly as men for a profession.[3] All things equal,

> ladies [were] not obliged to work for less salaries than gentlemen. . . . Where they are exceptionally competent and reliable [they] get much larger salaries than men. Ladies have many things in their favor and there is no reason at any time for them to work for less wages than men receive.[4]

Private business school leaders were very influential in opening the stenographic field to women on an equal basis with men. To them, there was no discrimination because of sex in the stenographic

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[1]"Alice C. Nute--Western Star of Hope for Lady Stenographers," Browne's Phonographic Monthly, VI (December, 1881), 244.

[2]Ibid.

[3]"About Lady Amanuensis," p. 261. See also: "Women in the Business World," Outlook, May 11, 1895, p. 978.

[4]Browne's Phonographic Monthly, VII (June, 1882), 161.

profession. It was open to all, with success coming to those with character, learning, and ability to do good work regardless of their sex.[1]

Men and women were also treated equally in the United States Civil Service examinations in the early 1890s. In many cases, more women than men successfully passed both the shorthand and typewriting examinations.[2]

Women were also admitted to membership in the stenographic organizations. They were encouraged to join these organizations to become acquainted with other stenographers, and to benefit from their advice and suggestions.[3] Every city with several stenographers or shorthand writers had an organization, as did most states. The oldest state organization was the New York State Shorthand Reporters' Association, organized in 1876. Next came the Pennsylvania Shorthand Association, organized in 1900.[4]

In 1881 an International Association of Shorthand Writers was started in Chicago. Several ladies, many of whom were excellent stenographers, attended the first meeting.[5] Both men and women helped to

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[1]"About Lady Amanuensis," p. 261.

[2]"Shorthand and the Sexes in America," Frank Harrison's Shorthand Magazine, V (August, 1893), 119.

[3]"Advantages of Shorthand Associations," Frank Harrison's Shorthand Magazine, IV (July, 1892), 55.

[4]Herman H. Pechin, "Looking Back Over the Shorthand Road," Part I, The Outline VII (April, 1949), 26.

[5]Browne's Phonographic Monthly, VI (July, 1881), 170-71.

organize the Boston Stenographers in September, 1883. To be eligible for membership, a stenographer had to be able to write at least 125 words a minute.[1]

The first all-woman stenographic association was organized April 22, 1891, at the suggestion of the president of the Board of Lady Managers of the World's Columbia Exposition. The pamphlet setting forth the articles and by-laws of the National Association of Women Stenographers also explained its existence.

> In view of the fact that the women stenographers of the country now comprise a large part of the business world and that their number is steadily increasing; also in view of the fact that the women stenographers of this country are large wage earners,--their earnings for the past year aggregating upwards of sixty millions of dollars--these facts, coupled with the further fact that women stenographers often suffer hardships from having no acquaintance with other business women, have made it seem not only desirable but necessary to the best interests of all concerned that an organization of women stenographers be formed whose object shall be mutual helpfulness in any and all ways where help is necessary.
>
> Therefore, at the suggestion of the President of the Board of Lady Managers of the World's Columbian Exposition this Association was formed in April, 1891, as the National Association of Women Stenographers.[2]

The World Congress of Stenographers held in Chicago in 1893 also recognized the growing number of women stenographers by devoting an entire day's program to them.[3]

In just a few years the prejudices against women stenographers in business diminished. Stenography became a source of permanent and

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[1] "Boston Stenographers," Brown and Holland Shorthand News, II (November, 1883), 240.

[2] "National Association of Women Stenographers," Frank Harrison's Shorthand Magazine, V (July, 1893), 71.

[3] Ibid., p. 78.

profitable employment for women and a socially acceptable means by which a young lady could earn a living.[1] An early catalog from Heald's Business College in San Francisco described the change in thinking.

> The last few years have made a great change in prevalent ideas concerning the rights and duties of women. It is now well understood that a girl can earn her own living and remain a lady. It is no longer thought unwomanly to become self-supporting. The broadening ideas of the age acknowledge that there is no reason why a girl should confine her abilities to the kitchen or the drawing room and remain in poor dependence. Such sentiments were survivals from centuries of repression and are rapidly dying out.[2]

Gradually, the popular shorthand periodicals recognized women stenographers and included articles of interest to the female, as well as the male, stenographer. In 1890, women stenographers comprised almost 60 per cent of the personnel of an insurance company which had hired only male stenographers five years before.[3] The census classification, "Clerks and Copyists," which included stenographers, was in tenth place on the list of the ten leading occupations for women in 1890.[4] The Remington Company alone, in 1901, placed 16,247 stenographers in office positions in the seven largest cities. Of that number, 11,643 were women.[5] Although the number of available

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[1] Cynthia Walden, Ways of Earning Money (New York: Sully and Kleinteich, 1904), pp. 141-51. See also: "Education of a Stenographer." Proceedings of the National Educational Association (1902), p. 699.

[2] Annual Circular and Catalogue, Heald's Business College, p. 25.

[3] "The Demand for Lady Stenographers," Barnes Shorthand Magazine, II (July, 1890), 1.

[4] Women's Occupations Through Seven Decades, p. 52.

[5] John Soby, "The Stenographer in Demand," The Gregg Writer, IV (April 15, 1902), 216.

stenographers increased, so did the demand. Businessmen complained that "the most difficult thing in the world [was] to get a first-class man or woman in this line of work."[1]

The increased popularity of the stenographic position and employer requests for trained stenographers dramatized the need for formal training.

Stenographic Training for Women

To attain the position women held in the stenographic field at the turn of the Century, they not only had to overcome the centuries-old traditions and prejudices against women working in offices, but also the prejudices against education for women. They had a difficult time obtaining any education, let alone specific vocational training. The thinking in the Seventeenth and Eighteenth Centuries was that women should not be educated. If they were, their education included matters of homemaking and culture and not subjects that would "damage the mind." Therefore, between 1750 and 1865, the predominant types of educational institution for women were the female academy, convent, and seminary, usually under the auspices of a religious denomination.[2] These institutions stressed Christian religion and morals, domestic training, social usefulness, training for the teaching profession, accomplishments, physical health, intellectual enjoyment, and mental discipline.[3] Only

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[1] "He Talked of Stenography," The Gregg Writer, IV (September 15, 1902), 400.

[2] Thomas Woody, A History of Women's Education in the United States, Vol. I (New York: Science Press, 1929), p. 108. See also: Woody, II, 66-67.

[3] Ibid., I, 397, 399.

three girls' seminaries out of 162 offered shorthand between 1742 and 1871.[1]

According to Noah Webster, a good education for ladies in 1790 was that which rendered them " . . . correct in their manners, respectable in their families and agreeable in society. That education is always wrong which raises a woman above the duties of her station."[2] He condemned novels and considered a seminary education a luxury. Girls should study only the rudiments--English, grammar, and geography. There was decided opposition to higher studies for women because they led beyond a woman's sphere.[3]

In spite of this opposition, many women did receive an education. In the early 1800s in the Boston area, girls were allowed to attend the public school from April 20 to October 20 when the boys worked on the farms.[4] In 1828, a girls' high school was established in Boston, but it closed two years later because too many attended.[5]

Up to 1875 there were no shorthand schools. All instruction was given privately. In 1774, Jay Jodgson of Boston advertised stenography instruction which would be useful to those in business and also to gentlemen of the clergy and law, both for their own use and to keep

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[1] Ibid., p. 563-65.

[2] Ibid., II, 151.

[3] Ibid.

[4] Ibid., I, 142-43.

[5] Ibid. See also: Teresa Regan, "Business Education for Girls in Boston," Business Education World, XXVII (January, 1947), 258.

others from reading what they had written.[1] In 1785, Mr. Sargeant, in Philadelphia, advertised as a shorthand teacher also.[2] This private instruction provided no opportunity for the students to apply the art by receiving actual business correspondence dictation.[3]

When the typewriter was first marketed in 1874, the typewriter companies provided most of the instruction and placed operators on jobs. With the increased demand from businessmen for both stenographers and "typewriters," the two skills were taught together enabling stenographers to typewrite and vice versa. Shorthand was first taught in conjunction with typewriting at Rugby Academy in Wilmington, Delaware, in 1879.[4]

The private business schools took the leadership in offering instruction in shorthand and typewriting. On the West Coast, Heald's Business College was one of the first to offer shorthand and typewriting and boasted that it was the only college in the country, except for two or three large Eastern cities, that engaged the exclusive services of a typewriting teacher.[5] In the East, in addition to Scott-Browne's school

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[1] Jay W. Miller and William J. Hamilton, The Independent Business School in American Education (New York: McGraw-Hill Book Company, 1964), p. 220.

[2] Ibid.

[3] "Stenographers and Their Opportunities," Browne's Phonographic Monthly, X (April, 1885), 84-85.

[4] Julius Rockwell, Teaching Practice and Literature of Shorthand, Circulars of Information of Bureau of Education, No. 2 (Washington, D.C.: Government Printing Office, 1884), p. 24.

[5] Annual Circular and Catalog, Heald's Business College, p. 55

(see page 29) and Packard's Business School, Mary F. Seymour, an expert stenographer and typewriter, perhaps did more than any single person to further women's commercial education and their subsequent employment in business offices. After years of experience working in several law offices, she opened her own office and hired several assistants to do typewriter copying work and law reporting. Realizing the need among women for more facilities to obtain a thorough business education, she established a school in conjunction with her office and taught typewriting and stenography. In addition, she gave the young ladies practical hints on office procedure and systematic business habits. Having trained the young ladies, she then placed them in positions in business offices. Businessmen soon discovered that women could handle a stenographic position as well as men.[1]

Female enrollment in the private business schools increased rapidly from 1871 to 1893. In 13 business schools in 1871, there were 281 women enrolled.[2] By 1882, 176 schools in the country taught shorthand to both men and women.[3] In 1893, 37,295 women were enrolled in 518 business schools. Of that number, 14,201 were enrolled in the "amanuensis course."[4]

Although most of the shorthand and typewriting instruction was obtained through the private schools, a few public high schools began to

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[1] Browne's Phonographic Monthly, VII (January, 1882), 10.

[2] Woody, A History of Women's Education in the United States, II, 69.

[3] Rider, "History of the Male Stenographer in the United States," p. 73.

[4] Woody, A History of Women's Education in the United States, II, 69.

offer shorthand, but in most cases, only to boys. Eliza Burnz encouraged stenographic training for girls.

> It would be of great public benefit if classes for the thorough instruction of women in phonographic reporting were established in the High and Normal Schools, and in the Colleges where women are admitted.[1]

In the fall of 1892, shorthand was introduced into the Boston public high school curriculum as a substitute for foreign languages in the third and fourth years.[2] The Boston Girls' High School reopened in 1852 in conjunction with the Normal School, but commercial subjects were not offered until 1898. In his report of 1898, the superintendent described the commercial course as follows:

> This course is for two years and includes instruction in phonography, typewriting, elements of mercantile law, bookkeeping, commercial geography and arithmetic; and is designed to afford full equipment for pupils who desire to fit themselves for active business life.[3]

By 1899, the typical high school commercial curriculum in which women were allowed to enroll consisted of bookkeeping, stenography, typewriting, and commercial arithmetic. The greatest criticism of these offerings was that they were substituted for general education courses. It was believed that "girls need to have more than a narrow skill with pencil and typewriter or ledger if they are to do a high grade of work intelligently."[4]

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[1] Burnz, "Work for Intelligent Women."

[2] "Shorthand in the Schools," p. 196.

[3] Regan, "Business Education for Girls in Boston," p. 258.

[4] Woody, A History of Women's Education in the United States, II, 71.

Since the stenographic position was a job-entry position, the major emphasis in both public and private schools was on the job-entry skill requirements--shorthand, typewriting, and English mechanics. However, in some of the private business schools and the universities these skills were related to secretarial work. Prentiss Carnell, President of Albany Business College, estimated that the College's secretarial training started about 1884. However, it consisted of only shorthand and typewriting.[1] In the 1890s, the objective of the Shorthand and Typewriting Department at Heald's Business College, San Francisco, was to qualify pupils to take positions as private secretaries as well as amanuenses and clerks in any branch of business where stenographic services were required.[2] Lansing Business University, Lansing, Michigan, also offered a "secretarial curriculum" about 1890, but the main subjects were shorthand and typewriting.[3]

At the University level, the University of South Dakota seems to have been the first to offer courses in the secretarial field. The University's 1891-92 catalog included a one-year curricula consisting of penmanship, bookkeeping, business arithmetic, phonography, and typewriting.[4] Again, the emphasis was primarily stenographic. By 1896, the

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[1]Letter from Prentiss Carnell, President, Albany Business College, Albany, New York, September 28, 1967.

[2]Annual Circular and Catalogue, Heald's Business College, p. 49.

[3]Letter from James L. LaParl, Director of Education, Lansing Business University, Lansing, Michigan, October 31, 1967.

[4]Dorothy Virts, "The Collegiate Secretarial Science Curriculum--Its History and Present Status" (unpublished Master of Arts thesis, Ohio State University, 1935), p. 78.

program included more shorthand and an office practice course.[1] The University of Louisiana was also one of the first universities to offer shorthand and typewriting, but only for one semester. Both were included in the business curriculum of 1898-99 and called secretarial training.[2] Up to 1900, the following universities offered secretarial training: University of South Dakota, University of Missouri (1895), Ohio University (1898), and Louisiana State University (1898).[3]

All these early secretarial curricula consisted mainly of shorthand and typewriting which, according to Dorothy Virts, do not, alone, make a secretarial curriculum.[4] However, this emphasis on the skills in relation to secretarial work may have been instrumental in developing the term "stenographic secretary."

The Stenographic Secretary

The term "shorthand or stenographic secretary" also described a woman's office position in the 1880s.

> Fannie Pattee of Wakefield, Massachusetts, holds a position of shorthand secretary in a publishing house in Boston. She does verbatim reporting work. Her transcripts are always perfect.
>
> . . . .
>
> Miss Mary R. Kent, Williamsport, Indiana . . . received a position as stenographic secretary to a railroad official in Kansas City, Missouri.
>
> . . . .

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[1] _Ibid._, p. 81.

[2] _Ibid._, p. 82.

[3] Virts, "The Collegiate Secretarial Science Curriculum," p. 86.

[4] _Ibid._, p. 133.

Mrs. Katie C. Lane, San Francisco, California, fitted herself for shorthand secretaryship of the Atlas Insurance Company, Hartford.[1]

Nothing was published about the duties of the "stenographic secretarial" position, but it might be assumed that it was more stenographic than secretarial. The position was not discussed in any of the vocational literature for women nor in the shorthand periodicals. On the other hand, stenography and typewriting were repeatedly referred to in the literature as excellent occupations for women. The office career girl of the 1880s was not only expected to use the typewriter, telephone, dictating machine, mimeograph, ledger, and shorthand notebook, but in many cases to dust the desks, sweep the office, empty the cuspidors, and tend the stove.[2]

By 1900, the stenographic position for women had increased in importance and prestige, and the stenographer who merely took notes and transcribed them was becoming obsolete.

> The stenographer is now a factor in the business world and like all factors . . . this particular one must be active and progressive, not inert and rusty; for if it were, it would impede the vast commercial machinery, would be recognized as an impediment and would be removed, as are, unfortunately, so many stenographers.
>
> The business man of today requires for his assistants thinking men and women. He needs self-reliant, independent workers whose work is replete with evidences of their thought and of their individuality.
>
> The stenographer is a confidential employee. . . . It is not only commercial training, but trustworthiness, good

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[1]"Doings of Lady Stenographers," Browne's Phonographic Monthly, V (March, 1880), 60.

[2]Martha Weinman Lear, "The Amanuensis," New York Times Magazine, October 15, 1961, p. 28.

> judgment and thoroughness in everything, that constitutes the stenographer who is valuable--who will in time be almost indispensable.[1]

Miss Rosenfels' ideas were also borne out by employers who were

> . . . clamoring for men (and women) with a goodly supply of common sense--those who can be original at times; those who will use their brains, constant, careful and level-headed attention will inspire confidence; confidence will bring increased responsibility and increased responsibility will bring increased salary.[2]

More often, the terms "amanuensis," "stenographer," "shorthand writer," and "shorthand or stenographic secretary" were used interchangeably to describe a person, male or female, who took office dictation and transcribed the letters at first in longhand, and, after the invention of the typewriter, on the writing machine. Their major function in the business office was handling correspondence. In addition to shorthand, typewriting, and English skills, they were also expected to possess the personal characteristics of honesty, patience, accuracy, self-reliance, punctuality, industry, neatness, and secrecy.

The stenographic position was a job-entry position. For men, it was considered a stepping stone to managerial positions; it was an opportunity for them to learn all aspects of the business. At one time or another everything of importance passed through their hands. For career-minded women, it was also a stepping stone to more responsible positions. How far they went depended on their improvement on the job, their individual initiative in learning the business in which they were

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[1]Alice Rosenfels, "The Up-to-Date Stenographer," The Gregg Writer, IV (December 15, 1901), 93-94.

[2]"What Employers Demand," The Gregg Writer, IV (January 15, 1902), 134.

working, and whether they took advantage of the opportunities which presented themselves. Opportunities for advancement were based on experience as well as education. Perhaps the greatest drawback to advancement was incompetency; few women cared to work hard enough to excel. For many, their jobs were not worth doing any better than necessary. Their employment was only temporary--until they got married.[1] But, for ladies of education and ambition, the opportunities for advancement through stenography were boundless.[2] Women could establish their own businesses as court reporters or public stenographers. Or, if they preferred to work for another, they could be promoted from stenographer to head correspondent, supervisor of the stenographic pool, or private secretary.

From Stenographer to Secretary

Prior to the turn of the century, the average stenographer "rarely made suggestions; her pattern of thought was reflected from her employer's mind,"[3] but the scope of the stenographer was broadening. (See page 52). The woman who advanced to a more responsible position was the one who not only possessed speed and accuracy in the stenographic skills, but also resourcefulness and initiative and saved her employer time by handling routine details. She was expected to grow

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[1]"The Army of Women Typewriters," Frank Harrison's Shorthand Magazine, IV (May, 1893), 548.

[2]"Education of a Stenographer," p. 699. See also: Browne's Phonographic Monthly, VI (June, 1881), 113.

[3]Virginia Drew, "Some Reminiscences Over 50 Years in Business Education," Balance Sheet, XXXVI (February, 1955), 255.

with her employer as his job became more important and complex. She had to prove that she was accurate and efficient, had undivided interest in her work, had a good memory, and could keep silent on business affairs.[1]

"A good stenographer with common sense and tact, can develop into a veritable right-hand bower and become a power to the busy man of affairs."[2] "Every stenographer is a private secretary in the making."[3] However, the majority of the female stenographers were merely working for a few years before marriage; not many had the interest in their work or the experience necessary for promotion. Most women were content to bide their time in the less demanding stenographic positions.

However, opportunities for women in business offices did exist. One of the promotional opportunities available to stenographers was that of private secretaryship,[4] even though few women attained it in the late 1800s. The secretarial position was one to which women were promoted from the stenographic position--it was not a job-entry position. As early as 1878 Browne's Phonographic Monthly reported that "we find them [women shorthand writers] more and more becoming a permanent feature in the reportorial and secretorial profession."[5] The Minnesota School of Business, Minneapolis, placed a woman in a secretarial position for the

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[1] Anna Steese Richardson, "The Girl With Notebook and Pencil," Woman's Home Companion, October, 1915, p. 28.

[2] J. P. Fleishman, "Art in Stenography," The Gregg Writer, X (July, 1908), 357.

[3] Richardson, "The Girl With Notebook and Pencil," p. 28.

[4] Ibid.

[5] "Women to the Front," Browne's Phonographic Monthly, III (December, 1878), 220.

first time in 1878.[1] Rochester (New York) Business Institute placed a woman in a secretarial position in 1871 as a "Gal Friday," even though the school did not offer a secretarial program as such until 1932.[2]

There were a few reports of women holding secretarial positions in the 1880s. Mrs. Carrie E. W. Lunt was employed as private secretary to D. L. Scott-Browne, editor of Browne's Phonographic Monthly, in 1881. She was an expert Calligraphist and thoroughly capable woman--the type that was hard to find.[3] In 1884, Miss Consuelo Vanderbilt who had taken stenographic training, often substituted for her father's secretary.[4] Mrs. Katie B. Goldey was listed in the early Goldey Beacom catalogs as "secretary." The school, then known as Goldey College, was founded in 1886.[5]

In 1892, a New York World reporter interviewed ten prominent businessmen regarding women stenographers. Although all the companies hired from three to a hundred women as typists and stenographers, only one firm, Fidelity and Casualty Company, indicated woman's value as a secretary:

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[1] Letter from W. C. Stevenson, President, Minnesota School of Business, November 9, 1967.

[2] Letter from Robert J. Gleichauf, Director of Public Relations, Rochester Business Institute, Rochester, New York, November 3, 1967.

[3] Browne's Phonographic Monthly, VI (July, 1881), 137.

[4] "A Vanderbilt Heiress," Barnes Shorthand and Typewriting Magazine, IV (February, 1894), 115.

[5] Jay W. Miller, Editor, Goldey College Alumni Directory, 1886-1940 (Wilmington, Del.: Goldey College, n.d.), p. 9.

> Sometimes a woman can make herself extraordinarily useful, not only by typewriting and stenography, but by her great ability as a secretary.[1]

A few outstanding female secretaries were recognized in the 1890s. One of these was Miss Laura Hayes, private secretary to Mrs. Potter Palmer, President of the Board of Lady Managers of the Columbian Fair. Miss Hayes, with a stenographer and typist to help her, met all Mrs. Palmer's callers and decided which business could be transacted without bothering Mrs. Palmer.[2]

Miss Edith Marshall was private secretary to Mrs. Logan, a Washington, D.C. magazine editor. According to Mrs. Logan,

> she [Miss Marshall] is entitled to the highest commendation for her efficiency, fidelity and expedition. She has my perfect confidence in all respects and has charge of all my mail [some 100 letters a day], the details of my business affairs, draws checks for the payment of my bills and has a perfect supervision of everything for me in my absence. . . . She is . . . faithful as the eternal hills and most discreet at all times.[3]

Women secretaries achieved a major triumph when they entered New York's municipal departments. Miss Cynthia Westover earned an outstanding reputation in the street cleaning department in New York as the commissioner's private secretary. She was often quoted as an example of the ideal private secretary. In the building commission, Miss Dyke was private secretary to Commissioner Anthony Grady. In less

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[1]"Salaries Paid to Women Stenographers in New York City," Frank Harrison's Shorthand Magazine, IV (September, 1892), 147.

[2]"Women As Private Secretaries," Frank Harrison's Shorthand Magazine, V (August, 1893), 97.

[3]Ibid., p. 98.

than a year on the job she earned such a record as a competent worker that she had her own stenographer to whom she dictated the correspondence she formerly wrote herself.[1]

In Federal Government offices in the early 1890s, Miss Ada Turner was private secretary to Treasurer Huston, and Mrs. Morgan was private secretary to the Indian Commissioner (her husband).[2]

In Saint Louis, Miss Flora V. Woodward became private secretary to General Superintendent Tibbetts of the Wabash Railroad whom she later married.[3]

When Miss Mary E. Orr was elected to the Board of Directors of the Remington Typewriter Corporation in 1907 (the first woman to be elected to the directorate of a great corporation), she had previously served as secretary.

> She entered the employ of the company 19 years ago as stenographer, and since then has served as the confidential secretary of the executive officer of the company under three successive administrations.[4]

Further evidence that the secretarial position was filled by promotion from other positions can be assumed from the fact that there were no advertisements for secretaries in the classified sections of the newspapers. There were not only no "help wanted" advertisements in the New York Times, for women stenographers or secretaries, but there were

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[1] Ibid.

[2] "Women Employed in Departments at Washington," p. 390.

[3] "From Stenography to the Law," Frank Harrison's Shorthand Magazine, IV (November, 1892), 252.

[4] "Miss Orr's Promotion," The Gregg Writer, X (October, 1907), 74.

very few advertisements for women in any position.[1] Since the typewriter companies and the business schools placed their students on jobs after training them, it evidently was not necessary for employers to advertise in the newspapers for office help.

No accurate figures were available on the number of female secretarial positions in the United States prior to 1900. The United States Census did not distinguish between secretaries, stenographers, and typists. In 1900, the "Clerks and Copyists" Census classification was changed to "Stenographers and Typists." However, there was no way of distinguishing between stenographers and secretaries.

In many offices, though, a distinction was made between the two. A stenographer limited herself primarily to mechanical work, but the secretary was expected to put "into complete service her mind as well as her hands."[2] The stenographer was often

> . . . very mechanical in carrying out definite instructions and seemed incapable of assuming responsibility. There were so many who could not even detect their own errors or copy work with accuracy, that the educated secretary was justly indignant when she was placed in the general class of stenographers.[3]

It was generally recognized that the secretary had to be better educated than the stenographer. In fact, she had to be as similar to her employer as possible in education and in the performance of office

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[1] Classified Sections, New York Times, 1890-1899.

[2] Jessica Louise Marcley, "Secretarial Work," Vocations Open to College Women, Bulletin of the University of Minnesota, Extra Series No. 1, 1913, pp. 29-31.

[3] Ibid., p. 30.

duties.[1] Stenographers planning a career in business were encouraged to improve their general education and to learn as much as they could about business in order to be eligible for promotion to secretarial positions. Women secretaries in the late 1800s were comparatively young, usually in their twenties, native born, and single. Married women did not work unless "something had gone wrong."[2]

Since the end of the Civil War, many of the old habits, traditions, and prejudices regarding women had been broken. Women had proved that they could do what men said they could not or should not do. They did not break under the rigors of education; they proved they could handle work other than homemaking. They had been freed from the narrow prejudices against them and proved through their determination and enthusiasm that they were capable of holding other than the customary positions. Wherever and whenever they were given the opportunity, they proved they had as much business ability as men. Equally important, they succeeded in spite of the predictions that they would be ostracized socially and severely ridiculed for invading man's domain of the business office.[3]

The Brooklyn Eagle commented on woman's progress:

> As thorough education as that of man is to her possible. Her capacity to acquire and use it has been demonstrated. The avenues of work opening to her have broadened and multiplied. She is much more of a person and less of a parrot than in periods past.[4]

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[1]Kilduff, The Private Secretary, p. 6.

[2]Smuts, Women and Work in America, p. 55.

[3]O'Neill, "Superiority of Women as Stenographers," pp. 157-58.

[4]Ibid., pp. 158-59.

Women were so effective in the business offices and the demand for their services increased so rapidly, it was predicted that in the Twentieth Century "the ladies would dominate the stenographic field and that she would be superior not only in technical skill but general knowledge."[1]

At the turn of the century, the secretarial position was a coveted promotion earned through years of experience by ambitious stenographers with a broad general education background, excellent skills, and the personality and personal characteristics necessary to succeed in a position of responsibility--the secretarial position.

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[1]"The Office Stenographer of the 20th Century," Frank Harrison's Shorthand Magazine, V (May, 1894), 371.

CHAPTER III

THE SECRETARIAL POSITION, 1900-1920

The barriers against women working in business offices were down! The general views on women's abilities and their place in life had been liberalized. They were allowed much more freedom in the community. They could act independently, and were given opportunities to broaden their experiences, even though they did so only for a few late adolescent or early adult years--until they married.[1]

Not only had it become acceptable for women to work, but they invaded positions and professions previously open only to men. Specifically, women proved that they were particularly well suited for secretarial positions--more so than men.

> They are more adaptable, quicker in their reactions and anticipations of wants, find more joy in service for others and are as helpful in waiting upon men in the office as in the home.[2]

Women were more sympathetic than men with original ideas and with the wishes of their employers.[3] They were also superior in handling the

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[1]Smuts, Women and Work in America, p. 20.

[2]Genevieve Gildersleeve, "The Private Secretary--To Be Or Not To Be?" Bulletin, National Committee of Bureaus of Occupations (New York: Bureau of Vocational Information), October, 1920, p. 4.

[3]Sherman Cody, Business Practice Up to Date or How To Be A Private Secretary (Chicago: School of English, 1913), p. 106. See also: U.S., Department of the Interior, Bureau of Education, Report of the National Conference on Secretarial Training, 1923 (Washington, D.C.: Government Printing Office, 1924), p. 32.

multitudinous details. Women were better able to handle correspondence which seemed to be the first time-consuming duty executives turned over to responsible, well-trained stenographers. Thousands of stenographers became private secretaries because they had the ability to write effective business letters.[1] According to Stella Center, the "popular conception of the duties of a secretary centers around the business of letter writing."[2] In fact, her entire book, Secretarial Procedure was written on the thesis of "the increasing significance of the secretary as the officer of communication, both oral and written."[3] Successful correspondents were then given responsibility and authority for more and more routine duties and the secretarial position gradually developed.[4]

Next to teaching, the stenographic profession was considered the most acceptable, lady-like profession, and was given the greatest emphasis as a suitable vocation for women. Unfortunately, many girls were attracted to it who were not well adapted to office work, performed miserably, were generally incompetent and lazy. Thus, women and the secretarial profession achieved a poor reputation among businessmen. There were many stenographers, but there was a dire shortage of really competent females who were naturally gifted for such work and who would

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[1]Albert H. Thorpe, "The Making of a Private Secretary," The Gregg Writer, XVI (June 15, 1914), 521.

[2]Stella Center and Max J. Herzberg, Secretarial Procedure (New York: The Ronald Press Company, 1929), p. 4.

[3]Ibid., p. iv.

[4]Cody, Business Practice Up to Date, pp. 161-62. See also: Bulletin, National Committee of Bureaus of Occupations, 1920, p. 14.

put forth an earnest effort to educate themselves both formally and by experience.[1]

> There is a wide gap between secretarial and stenographic duties. Skill in shorthand and typewriting is now recognized as desirable for the secretary, but the possession of this skill does not insure secretarial efficiency. . . . It is quite likely that a period of apprenticeship as a stenographer will continue to be a very desirable part of one's training for the higher duties of a secretarial position.[2]

For the competent, reliable, and well-educated career girl, the stenographic position was a stepping stone to the secretarial position. It was the ultimate goal of every dedicated stenographer.[3] Stenographers who proved their worth were promoted to positions of increased responsibility where they had an opportunity to express whatever initiative, tact, and executive ability they possessed. They were promoted only because their ability and general efficiency warranted it.[4] Within three or four years an "average" stenographer should have developed the abilities and background necessary for a promotion.[5]

A knowledge of stenography and typewriting was a girl's most valuable "wedge" for obtaining a secretarial position. In fact, it was an absolute necessity. A college graduate was also expected to start as

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[1]Helen Christene Hoerle and Florence B. Saltzberg, The Girl and The Job (New York: Henry Holt and Company, 1919), p. 11. See also: "Women in the Business World," Outlook, May 11, 1895, p. 778.

[2]Elizabeth Adams, Women Professional Workers (New York: Macmillan Co., 1930), p. 227.

[3]Helen Gladwyn, "How I Became A Confidential Secretary," Ladies' Home Journal, September, 1916, p. 32.

[4]Thorpe, "The Making of a Private Secretary," p. 521.

[5]"Employers I Have Known," The Gregg Writer, XXIV (October, 1921), 49.

a stenographer. She generally received the same salary and did the same work as non-college graduates until she learned the business and proved herself capable.[1]

> Many businesses select their secretaries from a department of the organization . . . for it is only by experience and length of service that a person can be imbued with the tradition of a business and knowledge of its personnel which will enable him to do the things he will have to do in a secretarial position.[2]

Since secretaries were expected to know something about everything,[3] stenographers who sought promotions were advised to learn all about their employers to be able to help them as much as possible with details and to be able to satisfy their callers. Then,

> you will be able to guard your employer's time. And then you will have passed into the private-secretary class, than which nothing is more valuable to a busy man; for a competent private secretary can be a man's memory for all unimportant and some important things, his conserver of time and strength. Your ability to hold a position as private secretary . . . is being determined by the way you do your work in this first stenographic position--no matter how seemingly trivial the work. Every beginning stenographer is a potential private secretary. Whether you reach the goal or not depends on the way you do your work today.[4]

New York University Dean Joseph French Johnson told stenographers at their meeting in 1915:

> If you are a stenographer with imagination before you know it you will be a private secretary, and then you will begin

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[1]Ann Thomas, "Secretarial Work and the College Woman," Bookman, XLIII (May, 1916), 294.

[2]Report of the National Conference on Secretarial Training, 1923, p. 27.

[3]Thorpe, "The Making of a Private Secretary," p. 521.

[4]"Some of the Problems of the Beginning Stenographer--II," The Gregg Writer, XVII (July, 1915), 615.

> answering letters without dictation, soon you will be giving suggestions to your boss. He will learn to trust you more and more. . . .[1]

Firms Acknowledge Women Secretaries

Very little was written or publicized about the secretarial profession prior to 1910. In fact, Arthur Church called it the unwritten science because "there is so little in print which bears on it, notwithstanding the fact that it is one of the oldest of professions or occupations, as old as civilization itself."[2]

Many employers had to be "educated" on how to utilize to best advantage the services of a competent stenographer to elevate her to the secretarial level. Helen Gladwyn took it upon herself to look for ways to be of greater service. When her employer returned from a business trip, he was surprised to find so many matters taken care of because "no one ever did it before," even though he had had another secretary. Realizing that Miss Gladwyn was capable of and willing to handle these details, he gave her more responsibility until eventually he turned over to her his personal accounts and gave her power of attorney. He considered her his "confidential secretary in every sense of the word."[3]

Josephine Tague suggested that

> if an employer, after a stenographer has been with him for about six months, would try her out and allow her to take care of detail work if she could, he would quickly learn who is most valuable in different kinds of work, and who might in time

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[1]"The Value of Imagination to a Stenographer," The Gregg Writer, XVIII (February, 1916), 333.

[2]Report of the National Conference on Secretarial Training, 1923, p. 27.

[3]Gladwyn, "How I Became a Confidential Secretary," p. 32.

> become an understudy to him . . . it has been necessary for us [stenographers] often to take the initiative in the absence of our employers.[1]

In 1916, The Survey Committee of the Cleveland Foundation published the results of a study made by Bertha Stevens on commercial work in Cleveland. Her survey of Cleveland railroad offices, retail stores, wholesale houses, manufacturing, banking, government, and miscellaneous small offices revealed only one female secretary. She was secretary to a bank president.[2] The secretarial position was not a typical position in large offices, at least in the Cleveland area.[3]

Up to the 1920s, R. G. Dun Company, with its hundreds of offices throughout the country, employed less than a dozen secretaries. Secretaries were employed only in the managers' offices of the large branch offices. The majority of their offices did not employ secretaries.[4]

Many businessmen, although they recognized the value of employing a secretary, hesitated to place so much information and confidence in her.

> There were many business men who have not yet grown sufficiently accustomed to placing confidence in a woman's discretion and ability to enable them to appreciate her possible worth in business and utilize her capabilities.[5]

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[1]Josephine Tague, "The Boss Said, 'Why Don't You Read That and Answer It?'" System, XXXV (May, 1919), 833.

[2]Bertha M. Stevens, Boys and Girls in Commercial Work (Cleveland: The Survey Committee of the Cleveland Foundation, 1916), pp. 48-109.

[3]*Ibid.*, p. 35.

[4]Sheffield, Personal Letter.

[5]Alice Harriet Grady, "Training for Initiative in Secretarial Work," Vocations for the Trained Woman, Agnes F. Perkins, ed. (Boston: Longman's Green & Company, 1910), p. 210.

On the other hand, many more individuals and companies recognized their secretaries' value. Edward Filene of William Filene Sons in Boston acknowledged that his secretary enabled him to do five times more business than he otherwise could.[1]

Another woman recognized as a bona fide secretary in the early 1900s was Miss Nelle Mullen who was personal secretary to Dr. Albert C. Barnes from 1902 until he died in 1951. "Friends and business associates said Nelle was a constant companion of the millionaire eccentric. . . ."[2] When Barnes organized a foundation and created a museum to house his art treasurers in 1922, Nelle was named foundation secretary. She became its president in 1966 when Mrs. Barnes died. During the years that Miss Mullen served as Dr. Barnes' secretary, she amassed a fortune in valuable paintings acquired while traveling with him in Europe in the '20s and '30s. She died July 10, 1967, at the age of 83.[3]

According to the Federal Board for Vocational Education in 1919, businessmen had become aware of a secretary's value.

> Executives in responsible positions are finding it necessary more and more to rely upon efficient secretarial help. Such an executive must generally have some assistant who is thoroughly familiar with every detail of his activities, and is able to assume responsibility for innumerable details connected with the day's work.[4]

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[1] "Woman's Opportunity in Business," The Gregg Writer, XVII (March, 1915), 409.

[2] Lee Linder, "Collection of 75 Art Originals To Go On Sale In Philadelphia," Grand Forks Herald, October 26, 1967, p. 5.

[3] Ibid.

[4] Adams, Women Professional Workers, p. 227.

The Burdett College Catalog for 1918 indicated that

> the employment of a private secretary is no longer confined to a few social leaders and millionaires. Today, business men, consulting engineers, college professors, research scientists, in fact, the leaders in every business and profession, must all have secretaries. . . . Business men are needing, as never before, secretaries who can relieve them of much important detail work, such as making appointments, compiling records, transacting business, taking full charge of the correspondence of the office, and keeping private accounts.[1]

Other women recognized as holding secretarial positions between 1900 and 1920 included the following:

"Miss Lillian Getty . . . is now secretary of the President of the University of Washington."[2]

In 1914, Miss Anna L. Ament and Miss Katherine Harrison were promoted to secretarial positions with Gage Tarbell and H. H. Rogers respectively.[3]

Miss Mary Kihn was the confidential secretary to George W. Perkins.[4]

Miss Minnie Schoenwek and Miss Inez E. Lapham were private secretaries to Luther Burbank and President Judson of the University of Chicago respectively.[5]

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[1]Burdett College Catalog, 1918 (privately printed), p. 31.

[2]The Gregg Writer, X (October 15, 1907), 45.

[3]"Distinguished Persons Who Write Shorthand," The Gregg Writer, XVI (April, 1914), 389.

[4]Ibid.

[5]"The Private Secretary," The Gregg Writer, XVI (August 15, 1914), 660.

Miss Mary Snow was research secretary of the Intercollegiate Vocational Bureau in New York.[1]

Mrs. Mary E. Freeman-Wilkins was private secretary to the noted author, Oliver Wendell Holmes.[2]

In Indianapolis, Indiana, Miss Anna C. Feucht was promoted from stenographer to private secretary.[3]

Miss Loretto A. Hanny, the first female secretary with Dun & Bradstreet, began her secretarial career in 1912 as executive secretary to Robert Dun Douglass in what was then R. G. Dun Company. She was the first female stenographer in the Executive Department where she began her career in 1911. Later, she became secretary to Thurlow W. Cunliffe, corporate secretary of R. G. Dun Company and, after the merger, with Dun & Bradstreet. After Cunliffe's retirement in 1945, Miss Hanny continued as secretary to the new corporate secretary, Owen Sheffield.

On her 35th anniversary with the company in 1946, Miss Hanny assumed the duties of assistant corporate secretary and secretarial assistant to W. N. Bingham. "Friendly, energetic, and capable, her abilities and personality lifted her to a position of major trust and responsibility."[4] Miss Hanny retired from Dun & Bradstreet in April,

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[1]"Brevities," The Gregg Writer, XVI (July 15, 1914), 606.

[2]"The Private Secretary--A Stepping-Stone to Literary Achievement," The Gregg Writer, XVII (July 15, 1915), 627.

[3]"A Stenographer's Duties," The Gregg Writer, XIX (October 15, 1916), 88.

[4]Letter from Glenn Johnson, Dun & Bradstreet, October 10, 1967.

1960, after 49 years of service and died April 29, 1967, at the age of 72.[1]

The first woman to hold a secretarial position with the Massachusetts Mutual Life Insurance Company in Springfield, Massachusetts, was Miss Mildred A. French (deceased) who was appointed to that position in September, 1918. She was the only female secretary employed by that company up to 1946. The secretarial position at Massachusetts Mutual Life was one to which competent personnel were promoted--it was not a job-entry position. In January, 1936, Miss French was promoted to secretary to the president, B. J. Perry--the first woman to hold such a position.[2]

Distinguishing Characteristics of the Secretarial Position

After 1910 several references on vocations for girls included the secretarial position. The major emphasis, though, in the shorthand magazines continued to be on stenography and the stenographic position. In some commercial firms, banks, and publishing houses the distinction between the stenographic and secretarial positions was well defined. Stenographers took dictation and transcribed it and were hired on the basis of those skills alone. In other firms it was more difficult to distinguish between the two because some stenographers made themselves

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[1] Ibid.

[2] Letter from Harry Derderian, Public Relations Department, Massachusetts Mutual Life Insurance Company, Springfield, Massachusetts, October 18, 1967.

more valuable to their employers and were then entrusted with a greater variety of duties and more responsibility.[1]

According to Margaret Post there was a definite distinction between the stenographic and secretarial positions. The stenographic position involved more routine, mechanical duties with little or no opportunity for individual work or initiative. On the other hand, the secretarial position eliminated the mechanical aspects allowing more opportunity for executive, reference, or statistical work and office development. In order to handle these higher-level duties, the secretary needed to be alert to current affairs and to have a sincere interest not only in her employer's work, but also in civic, social, and political affairs. Her service involved continuous education.[2]

Contrasted with the stenographic position, the secretarial position was characterized by variety, demanded broad knowledge, and placed greater emphasis on personal traits. Sometimes the secretary did just one thing; other times she organized, initiated, and controlled. An immediate task may have demanded limited experience or it may have made use of the broadest possible culture, the finest personality, and the utmost executive ability.[3] According to Alice Grady, in 1910,

> being secretary to a busy, brainy man of large affairs demands the unremitting energy and unstinted devotion of a woman whose intelligence and sympathy are sufficiently well

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[1]Margaret Post, "Opportunities for Women in Secretarial Service," _Vocations for the Trained Woman_, Women's Educational and Industrial Union, Boston (New York: Longman's Green & Company, 1914), 117.

[2]_Ibid._, pp. 142-43.

[3]Sarah Louise Arnold, "The College Woman as Secretary," _Vocations for the Trained Woman_, Agnes F. Perkins, ed. (London: Longman's Green & Company, 1910), pp. 201-5.

> developed to enable her to appreciate the importance of the undertakings in which he is engaged. Mere quickness and skill will not make the ideal secretary.[1]

Two years later, in 1912, Hugo Munsterberg described the secretary as follows:

> No secretary is successful who is not trained in doing regular, industrious, patient work in a friendly spirit and with the appearance of joyfulness. She has to train her memory more than in other professions and must have powers of concentration. . . . She needs versatility, initiative, skill in finding the way out of complex situations and instinct to anticipate the intentions of her employer. . . . Her chief virtue is faithful loyalty. . . . Discretion is the central virtue of the secretary.[2]

Sherman Cody advised secretaries in 1913.

> It is the business of a private secretary to do as large a part of the manager's work as possible and to a large extent without being told. You must be a regular little manager yourself.[3]

In addition, Cody classified stenographers into four grades. The first two kinds were slow, needed constant advice, and did little more than routine work all from dictation. The third class--"stenographers who can put letters into good language when told in a general brief way what to write"--he classed as beginning private secretaries. His fourth category was "stenographers who can get out all routine letters without even consulting the manager." They became efficient private secretaries after thoroughly learning the particular business in which they were employed.[4]

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[1]Grady, "Training for Initiative in Secretarial Work," p. 210.

[2]Hugo Munsterberg, Vocation and Learning (University City, Mo.: The Peoples University, 1912), p. 230.

[3]Cody, Business Practice Up To Date, p. 183.

[4]*Ibid.*, pp. 161-62.

Mrs. Margaret Knight, Chairman of the Committee of the Columbus branch of the Association of Collegiate Alumnae to investigate employment opportunities for women, commented:

> Secretarial positions hold all kinds of inducements for the expert stenographer with executive ability. The college-trained stenographer is much in demand.[1]

In 1913, Mary Laselle and Katherine Wiley identified the secretarial position as follows:

> The private secretarial position was generally filled by a stenographer in the company who had shown she had executive ability as well as quick and accurate stenographic skills. Since the position of private secretary was a confidential one, the stenographer promoted to such a position must also be one who could be trusted not to talk about company affairs. She must also be able to write letters without dictation, possess tact, a good memory and general business ability. The chief characteristic of the position is that of relieving the employer of minor details. She must be willing to assume responsibility.[2]

E. W. Weaver also discussed the distinguishing characteristics of a private secretary in relation to stenography.

> A good stenographer will find excellent openings as private secretary. This work is broader than stenography and demands a good education, good memory and general business ability. The beginner takes correspondence in shorthand, but the real secretary is able to write her chief's letters with a hint from him as to what she is to say. She is at her desk for the purpose of saving her employer's time and making his work more valuable. She keeps his papers in order; she reminds him of his engagements; hunts up references for him and attends to the details of his work. She must deal tactfully with people and satisfy them without allowing them to encroach upon her chief's time.[3]

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[1]"Brevities," The Gregg Writer, XVI (October, 1913), 101.

[2]Mary A. Laselle and Katherine E. Wiley, Vocations for Girls (Boston: Houghton Mifflin Company, 1913), pp. 20-21.

[3]E. W. Weaver, Profitable Vocations for Girls (New York: The A. S. Barnes Company, 1915), pp. 123-24.

Ellen Lane Spencer, writing about The Efficient Secretary in 1916, commented that a well-trained secretary at least doubled a businessman's efficiency by carrying on the work of the office without him except when a question of policy or authority arose. A secretary, according to Spencer, had to be able to think independently and at the same time carry out the thoughts of her employer.

> Loyalty, honor, sense of justice are far more important to your success as a secretary than are the ability to run a typewriter or master shorthand. . . . When you have secured a job and a little experience, the things that will count for your success are things aside from skill. They are personality, willingness and the inclination to think independently. . . . When it comes to thinking, pushing ahead, bringing to bear on the most confusing tasks a cheerful, tactful, pleasing personality, a willingness to think when thought is necessary and a staunch loyalty, the value of a worker capable of all this cannot be too highly estimated . . . and therein does success in secretaryship lie.[1]

An Oberlin College Vocational Bulletin described the secretary as one who

> . . . often has a very confidential relationship with the employer; secrets are entrusted which must not be suggested even in facial expression to others; advice is asked on all manner of subjects, and one must never say 'I don't know.' It is necessary to be on alert to anticipate needs to ease the way for a busy man in every way possible. All this calls for a willingness to assume responsibility, care not to over-assume the same, and quick judgment, a mania for details and system and a desire to be more efficient.[2]

Rupert SoRelle, a prominent business educator and author in the early 20th Century, also identified the private secretary.

> The picture that automatically comes into the field of vision when we think of the term 'private secretary' is of one

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[1]Ellen Lane Spencer, The Efficient Secretary (New York: Frederick A. Stokes Company, 1916), pp. 4, 175, 185-86.

[2]Vocational Advice for College Students (Oberlin, Ohio: Oberlin College, May 25, 1918), p. 114.

> who performs a multitude of important duties relating to almost every subject connected with a particular executive's activities, but with no special technical skill as a stenographer.[1]

Helen Christene Hoerle, commenting on secretarial training courses in 1919, stated that these courses presupposed that the student possessed three distinct character traits in addition to technical skill--tact, sense of responsibility, and ability to deal with all types of people.[2] In addition,

> the girl who becomes a private secretary to a business man must be prepared to do anything and everything from joggling along an employer who lets things slide to taking entire charge of the routine work of the office if the employer goes out of town. She must be able to acquire some knowledge of the technical part of her employer's work. She must make herself generally helpful.[3]

Albert Thorpe also described the private secretary.

> If you would be successful as a private secretary, secure a broad general knowledge--train your memory until it is one hundred per cent efficient--become a Business English expert--use your head in avoiding the dangers outlined and at the same time use your good judgment in bettering the service you are expected to render . . . be enthusiastic over your work--learn to concentrate--above all don't procrastinate . . . your success as a private secretary is assured.[4]

The secretary's chief value depended to a great extent on her familiarity with the details of her employer's business.[5]

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[1]Rupert SoRelle, "Reporting the Director General of Railroads," The Gregg Writer, XX (May, 1918), 385.

[2]Hoerle and Saltzberg, The Girl and the Job, p. 18.

[3]Ibid.

[4]Thorpe, "The Making of a Private Secretary," p. 525.

[5]Post, "Opportunities for Women in Secretarial Service," p. 142.

A prominent businessman of 1915 chose his secretary because she had an excellent education and looked as if she had good sense. "By every outward sign she appeared to be a woman of intelligence."[1]

Belle S. Roberts emphasized the fact that no two secretaries were alike, but that

> . . . the ideal secretary should possess an abundance of common sense, loyalty, tact, diplomacy, initiative, energy, health, memory for names, faces, facts, dates and events; ability to vanish or reappear on the scene instantly.[2]

Elizabeth Adams also noted the broad scope of secretarial functions.

> The trained secretary relieves the executive of all detail by keeping him informed as to the important happenings in the business world that may be of particular interest . . . by gathering data for the preparation of papers and speeches, by standing between him and the public . . . and in every way by keeping the executive's time free for the more important managerial responsibilities devolving upon him.[3]

The secretarial position from 1900 to 1920 seemed to be characterized by the following points based on the foregoing individual opinions and comments.

1. "Private secretary" was the term most often associated with the secretarial position in business.

2. No two positions were alike.

3. Secretarial positions were promotions, rather than job-entry positions.

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[1]Margaret Grayson, "The Girl Behind the Typewriter," Ladies' Home Journal, May, 1915, p. 16.

[2]Belle S. Roberts, "The Private Secretary," Careers for Women, Catherine Filene, ed. (New York: Houghton Mifflin Company, 1920), pp. 448-49.

[3]Adams, Women Professional Workers, p. 227.

4. A capable stenographer was the employee most often promoted to a secretarial position.

5. The secretarial position was one of great variety, involving any activity that made the employer's job easier.

6. The secretarial position involved trust and confidence between the employer and the secretary.

7. The secretarial position required continuous growth on the part of the individual holding it.

8. The secretarial position required a person with an extensive general education and general business knowledge. In addition to the basic stenographic skills, she was expected to be knowledgeable about business methods, law, accounting, banking, and cataloguing. Many firms also required their secretaries to be trained in languages, economics, sciences, and mathematics.

9. Indispensable for the secretarial position was the ability to write letters without dictation which involved an excellent knowledge and command of the English language and composition skill.

10. Personal qualities, such as tact, discretion, loyalty, versatility, pleasing personality, and ability to meet and get along well with all kinds of people were stressed more than for the stenographic positions. The secretary was also expected to be punctual, accurate, unselfish, and respectful of her employer's confidences. In addition, she was expected to be intelligent enough to carry out instructions.

11. Initiative and the ability and willingness to assume responsibility were primary requisites for success.

The typical secretary of the period had a better-than-average education. She was either a college graduate or a high school graduate who had continued her education at night while working. She had several years of experience in the company and knew almost as much about the business as her employer. She was able to compose effective letters and make minor decisions. She was able to assume responsibility, had initiative, and maintained the complete confidence of her employer. She met callers easily, and she was tactful and pleasant.

She usually worked about 45 hours a week, a half day on Saturday, had an hour for lunch, and a week's vacation without pay. If necessary, she worked overtime without expecting or getting extra compensation or favors.[1]

Formal Training for the Secretarial Position

The secretarial position was considered an excellent opportunity for the female college graduate.[2] More college women entered the secretarial field than any other except teaching.[3] Many business firms, publishing houses, banks, schools, and colleges competed for the services of the college-trained secretary. The consensus was that "the best training for secretarial work is college training supplemented by a course in stenography, typewriting, and bookkeeping."[4] Whether this

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[1] Lear, "The Amanuensis," p. 28.

[2] Sophonisba Breckinridge, Women in the 20th Century (New York: McGraw-Hill Book Company, 1933), p. 186.

[3] Thomas, "Secretarial Work and the College Woman," p. 293.

[4] Bulletin, National Committee of Bureaus of Occupations, p. 10.

was accomplished through education in the liberal arts followed by business college or through a university department of business was immaterial. According to Miss Harriet Houghton, Manager of the Secretarial Department of the New York Branch of Intercollegiate Bureau of Occupations, "a fair proportion of college graduates who wish to become self-supporting prepare themselves for secretarial work."[1] A survey made in 1915 of 16,739 college alumnae in the East indicated that 950 (29.4 per cent) women enrolled in stenographic courses after graduation from college.[2]

Because of the increased demand for stenographers, jobs could be obtained with a meager educational background and business training, but women in those jobs realized their need for further education. Replies to a questionnaire sent out in the southern states in 1919 revealed that the participants believed they could obtain better positions and higher salaries if they had better educational backgrounds. Hence, college extension courses developed to fill this need.[3]

> Although the 'average' stenographer may be able to secure the training she needs in high school or other secondary school, the woman who aspires to become a confidential private secretary needs much more--so much, in fact, that she must equip herself through advanced study in college or universities for the responsibilities involved. . . . A natural business sense is a requisite, but this natural capacity should be coupled with the equipment acquired most readily through systematic study in a higher institution of learning.[4]

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[1]"The College Woman and Secretarial Work," The Gregg Writer, XIX (July 15, 1917), 557.

[2]Adams, Women Professional Workers, p. 23.

[3]Bulletin, National Committee of Bureaus of Occupations, p. 8.

[4]Virts, "The Collegiate Secretarial Science Curriculum," p. 74.

College and University Programs

Because of the general recognition that the secretary should be educated beyond the high school level, many colleges included secretarial courses in their curricula. However, they also recognized the fact that no school could prepare an efficient secretary; no two secretarial positions were alike.[1] In fact, Margaret Smith believed that a secretary was "born, not made" and all the so-called secretarial schools and courses in the country could not make a girl a secretary if she was not naturally endowed with personal characteristics requisite for success as a secretary.[2] On the other hand, Bernice Turner, in the Preface to the first edition of The Private Secretary's Manual in 1932, expressed the opposite viewpoint: "Secretaries are made, not born."[3]

Whether secretaries were "born" or "made" was not important. The consensus was that both education and experience were important. A school produced an excellent stenographer and provided a background of intelligence,[4] but only by actual "doing" did a woman become an efficient and valuable private secretary.[5] According to H. E. Bartow,

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[1]U.S., Department of the Interior, Bureau of Education, Report of the National Conference on Secretarial Training, 1923 (Washington, D.C.: Government Printing Office, 1924), p. 32.

[2]Bulletin, National Committee of the Bureau of Occupations, 1920, p. 14.

[3]Bernice Turner, The Private Secretary's Manual, rev. ed. (New York: Prentice-Hall, Inc., 1945), p. ix.

[4]Post, "Opportunities for Women in Secretarial Science," p. 118. See also: Roberts, "The Private Secretary," p. 449.

[5]Roberts, "The Private Secretary," p. 449. See also: Bulletin, National Committee of the Bureau of Occupations, 1920, p. 11.

> education will produce a stenographic secretary who does well what she is told to do, but culture added to education will make the executive secretary who needs not to be told what to do.[1]

Because of the breadth of knowledge, thoroughness of training, better work habits, and social graces acquired through a college education, the college graduate was in an advantageous position to be promoted to secretarial positions.[2] In addition, the college-trained secretary received a better salary, more opportunity to increase the scope of her job, and continued to grow for a longer period of time than a girl with less training.[3]

According to vocational literature, the following state colleges and universities offered secretarial training during the 1900-1920 period.

University of Southern California, Los Angeles
University of Chicago, Chicago
Northwestern University, Evanston
Indiana University, Bloomington
University of Minnesota, Minneapolis
Columbia University, New York
Syracuse University, Syracuse
Temple University, Philadelphia
Oklahoma Agricultural & Mechanical College (now Oklahoma State University), Stillwater
University of Texas, Austin
Agricultural College of Utah (now University of Utah), Logan
University of Vermont, Burlington
University of Washington, Seattle
Drexel Institute, Philadelphia[4]

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[1] Report of the National Conference on Secretarial Training, p. 8.

[2] Vocational Advice for College Students, p. 113.

[3] Bulletin, National Committee of the Bureau of Occupations, p. 10.

[4] Training for the Professions and Allied Occupations (New York: Bureau of Vocational Information, 1924), pp. 229-30.

Although most of the preceding institutions could not provide an exact record of the start of their secretarial programs, a few were able to estimate with accuracy. For example, Oklahoma Agriculture and Mechanical College (now Oklahoma State University) offered a secretarial program in 1916, which was directed by Professor Willard Rude until 1945. Since Oklahoma's program was designed to prepare assistants to top-flight executives, it was influenced through the years by the programs for business management majors.[1]

The Agricultural College of Utah (now University of Utah) offered business training since 1889, but it was not definitely known when a specific secretarial curriculum started.[2]

Drexel Institute offered both two- and four-year secretarial programs. The two-year program, primarily vocationally centered, included both technical training and academic subjects. The four-year program was designed for women who desired a college education which could be put to financial use, if necessary. The program aimed "to develop persons who through their breadth of vision, capacity for work, and their adaptability will eventually be placed in the executive positions."[3]

Secretarial studies began in the Extension Division of Columbia University in 1911 with a three-year program leading to a proficiency

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[1]Letter from J. E. Silverthorn, Professor of Office Management, Oklahoma State University, Stillwater, September 29, 1967.

[2]Letter from Ted Ivarie, Department Chairman, Business Education and Office Administration, Utah State University, Logan, October 4, 1967.

[3]Report of the National Conference on Secretarial Training, p. 15.

certificate. When the School of Business was organized in 1916, the secretarial curriculum became a part of it. At that time, the Extension Division shortened its program to two years. Its purpose was primarily to train students for stenographic positions. In addition, Columbia provided a one-year secretarial course for college graduates.[1]

New York University School of Commerce, Accounts and Finance, in 1913, appointed a faculty committee to study secretarial work in order to establish a curriculum to satisfy the increasing demand from businessmen for persons trained for secretarial work. Because of the wide variety in secretarial positions, the committee recommended training in the duties and general knowledge common to all secretarial positions rather than specialized training. The curriculum was, therefore, designed "to prepare students for the better and higher salaried positions."[2]

The University of Vermont started its program in 1904.[3]

Syracuse University included a secretarial course in its first catalog dated September, 1919.[4] Secretarial students followed the same program of study as other business majors but took additional courses in shorthand, typewriting, and office management.[5]

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[1] _Report of the National Conference on Secretarial Training_, pp. 24-26.

[2] _Ibid._, pp. 18-19.

[3] Virts, "The Collegiate Secretarial Science Curriculum," p. 93.

[4] Letter from Mrs. Ruth Eachus, Administrative Assistant, Syracuse University, November 1, 1967.

[5] _1960-62 College of Business Administration Bulletin_ (privately printed), Syracuse University.

Although the University of Minnesota was included on the list, page 82, a recognized credit program in Secretarial Administration was not started until 1922 under the direction of Faith Leonard. Before that time, secretarial skills were obtained off campus.[1]

The University of North Dakota was not included on the list, but its commercial school offered stenographic training from 1901 to 1908.[2]

Secretarial Programs in Private Women's Colleges

Among the women's colleges that offered secretarial programs in the early 1900s were:

Connecticut College, New London, Connecticut
Illinois Woman's College, Jacksonville
Rockford College, Rockford, Illinois
Boston University, College of Secretarial Science, Boston
Simmons College, Boston
Jackson College for Women, Tufts College, Massachusetts
College of St. Elizabeth, Convent Station
Elmira College, Elmira, New York
William Smith College, Geneva, New York
Skidmore School of Arts, Saratoga, New York
Russell Sage College, Troy, New York
Cedar Crest College for Women, Allentown, Pennsylvania
Carnegie Institute of Technology, Margaret Morrison Division, Pittsburgh
College of Industrial Arts, Denton[3]

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[1]Letter from Ernestine Donaldson, Associate Professor Emeritus, University of Minnesota School of Business Administration, November 11, 1967.

[2]Dakota Student, Summer Session, V, July 15, 1954, p. 7. See also: Seventeenth Annual Catalog, University of North Dakota, 1900-1901 (Grand Forks: Grand Forks Herald, 1901), pp. 105-8.

[3]Training for the Professions and Allied Occupations, pp. 230-31.

The College of Secretarial Science (no longer in existence) was established by Boston University in 1919 with a curriculum which led to a Bachelor of Secretarial Science degree. The course of study included general education, business administration and skill courses.[1]

Russell Sage College began its secretarial program in 1916.[2]

The exact date of the beginning of a secretarial program at Connecticut College was not available, but the founders

> . . . expected that this college would differ from many other liberal arts colleges in that it would have 'a slight vocational slant' . . . the courses (secretarial) offered were considered a tool to combine with courses of the liberal arts major--there was not a major in secretarial studies. . . . Students enrolled in the economics and business administration major usually took courses in secretarial studies as electives.[3]

Secretarial training at Simmons College began as a result of a conference with prominent businessmen in the area who believed that secretaries could not be trained adequately without a college education.[4] In addition to the four-year curriculum started in 1914,[5] Simmons also offered a one-year program for graduates from other

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[1]Virts, "The Collegiate Secretarial Science Curriculum," pp. 101-2.

[2]Letter from Lewis Froman, Russell Sage College, September 29, 1967.

[3]Letter from Hyla Snider, Connecticut College, October 19, 1967.

[4]Arnold, "The College Woman as Secretary," p. 201.

[5]Virts, "The Collegiate Secretarial Science Curriculum," p. 102.

colleges.[1] About two-thirds of the work in the secretarial curriculum consisted of academic subjects.[2]

Cedar Crest College established a Department of Secretarial Science in 1919 with both a two- and four-year program designed to prepare graduates as executive secretaries. The curriculum changed very little through the years "because it was planned from the first to provide only the basic skills needed for secretarial work while allowing as much time as possible for the liberal arts courses."[3]

Margaret Morrison Carnegie College offered a four-year secretarial program in 1906,[4] and added a one-year program of specialization in business subjects for college graduates in 1918.[5] "The purpose of the college is to train young women for responsible positions in the business world. . . ."[6] The first curriculum (1906) included stenography and bookkeeping with the primary emphasis on shorthand and typewriting.[7] In 1912, the first bachelor's degree in secretarial studies

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[1] Arnold, "The College Woman as Secretary," p. 201.

[2] Report of the National Conference on Secretarial Training, p. 14.

[3] Letter from Mary E. Kriebel, Director, Placement Service, Cedar Crest College, Allentown, Pennsylvania, October 27, 1967.

[4] Glen Cleeton, The Doherty Administration (Pittsburgh: The Carnegie Press, Carnegie Institute of Technology, 1965), p. 175.

[5] Ibid.

[6] Report of the National Conference on Secretarial Training, p. 17.

[7] Cleeton, The Doherty Administration, p. 175.

was awarded.[1] The curriculum in the Department of Secretarial Studies contained a heavy emphasis on academic subjects.[2] In fact, 17 per cent of the total course work consisted of skills and the remainder of the study was in business administration and liberal arts courses.[3] Enrollment in secretarial studies was the second largest in the College (exceeded only by Home Economics). Graduates were placed easily--"demands for persons with this breadth of training and special skills, always high, became extremely competitive in the post-war period."[4]

Secretarial studies at Rockford College in Rockford, Illinois, also supplemented the liberal arts curriculum rather than being a major field of study.[5] Although Rockford College was included in the list on page 85 as a woman's college which offered secretarial studies prior to 1924, a letter from the college stated that

> the field of Secretarial Studies was first mentioned in the Rockford College catalogues containing the announcements for the 1947-1948 year. . . . However, according to the curriculum cards found in the Registrar's Office, the courses were actually offered beginning with the 1949-1950 years.[6]

It may have been that the earlier curriculum at Rockford was mainly stenographic.

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[1]Cleeton, _The Doherty Administration_, p. 162.

[2]_Ibid._, p. 175.

[3]Letter from Elsie Leffingwell, Associate Professor, Carnegie Mellon University, November 1, 1967.

[4]Cleeton, _The Doherty Administration_, p. 176.

[5]Letter from Mrs. Rosemarie Remencius, Secretary to the President, Rockford College, Rockford, Illinois, October 2, 1967.

[6]_Ibid._

Elmira College first offered a secretarial course in 1910. A description of the four-year curriculum emphasized the personal values obtained from such a course; earning a living was of secondary importance. Elmira also offered a one-year course open only to college graduates. The course included, in addition to shorthand and typewriting for which no credit was given, economics, accounting, law, social problems, money and credit, and business management.[1]

The first four-year institution to offer a secretarial science curriculum was probably Margaret Morrison Carnegie College since it awarded a four-year degree in that field in 1912. The typical pattern of secretarial education in the 1900-1920 period seemed to be liberal arts studies that were supplemented with shorthand and typewriting. The emphasis was on general education first and stenographic skills second. Highly concentrated one-year business programs for college graduates were also popular. The typical secretarial course of study included liberal arts studies, business administration courses, such as law, accounting, banking, and management, and shorthand and typewriting.

Secretarial Programs in Business Schools

Hickox School in Boston, Massachusetts, established in 1879, claimed to be the first secretarial school in the country.[2] According to Mrs. Nathalie O'Donnell the school's first curriculum was probably

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[1] Elmira College Bulletin, 1910-1911, pp. 44-46. See also: Letter from Milton K. Erway, Executive Assistant, Elmira College, November 2, 1967.

[2] Hickox Secretarial School (privately printed, n.d.), p. 7.

> . . . a stenographic curriculum of Pitman Shorthand and Transcription, written by hand. . . . Our secretarial curriculum has not changed to a very great extent over the years. . . . We are still a secretarial school majoring in Shorthand, Typewriting, Transcription, Business English, Vocabulary Building, and Secretarial Procedures.[1]

The Minnesota School of Business, since its first female secretary was placed in 1878, must have had a secretarial program at least in 1877 when the school was founded. However, no information was available on the content of the program to determine whether it was really secretarial or stenographic like the majority of the others.

According to Martha Lear, the Katharine Gibbs School, established in 1911 in Providence, Rhode Island, was "the first secretarial--as opposed to stenographic--school."[2] She explained the difference as follows:

> Katie backed it up by taking her charges beyond the old horizons of typing, shorthand, filing and bookkeeping into the vast and largely unchartered reaches of business law, liberal arts, and English.[3]

Originally called The Providence School for Secretaries, the school offered "secretarial training for educated women."[4]

> This training was designed to make use of the creative and managerial skills of women so that they would fill jobs of responsibility, not the jobs of the 'female hired hands' who did the work of clerks, stenographers, and bookkeepers.[5]

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[1]Letter from Mrs. Nathalie Sterling O'Donnell, Dean, Hickox Secretarial School, Boston, Massachusetts, October 25, 1967.

[2]Lear, "The Amanuensis," p. 28.

[3]Ibid.

[4]Letter from Richard D. McMullan, Vice President, Katharine Gibbs School, Boston, Massachusetts, January 18, 1968.

[5]Ibid.

The private business schools were the first to offer shorthand and typewriting and among the first to expand their offerings to include secretarial studies. Although the records of many of the older business schools have been destroyed, some schools estimated the start of their secretarial programs. Bryant & Stratton in Boston estimated "about the beginning of this century."[1] Albany Business College must have had a secretarial program about 1895 for there was a reference in the 100th Anniversary Bulletin to the fact that at that time "Benton S. Hoit became associated with the school as head of the secretarial department."[2] However, Prentiss Carnell, President of Albany Business College stated "our secretarial training started in 1884. I have no information as to what it contained beyond the skill subjects of shorthand and typewriting."[3]

Burdett College in Boston established a Secretarial Department in 1912.[4] The course of study which included not only stenographic skills, but law, bookkeeping, economics, business ethics, and secretarial duties, was designed to be completed in 15 to 18 months. The 1918 Catalog describing the Secretarial Department stated:

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[1]Letter from L. P. White, President, Bryant & Stratton, Boston, Massachusetts, September 22, 1967.

[2]Albany Business College (privately printed, n.d.).

[3]Letter from Prentiss Carnell, President, Albany Business College, September 28, 1967.

[4]Letter from C. Fred Burdett, President, Burdett College, Boston, October 31, 1967.

> A private secretary is necessarily on a higher plane than a stenographer and requires many qualifications other than a knowledge of shorthand and typewriting.[1]

Lasell Junior College started a secretarial program in 1916 which included accounting, law, penmanship, arithmetic, shorthand, and typewriting.[2]

The Goldey Beacom Junior College Alumni Directory published in 1940 indicated that J. E. Fuller was employed as "Secretarial Department Head" from 1899 to 1935,[3] but Jay Miller, President, estimated that the real secretarial curriculum started about 1910.[4] The description of the course indicated a primary emphasis on stenography.

> The shorthand course is thorough and complete and enables the graduate to perform accurately and skillfully the duties of a stenographer. Special attention is given to English, Business Correspondence, Spelling and Punctuation. Office work forms a very important part of the shorthand course.[5]

In 1913, C. A. Balcomb of the Spencerian Commercial School in Cleveland, Ohio, encouraged business schools to offer a private secretary course. At the Convention of the National Commercial Teachers' Federation, he told the up-to-date business school "to get in line with

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[1] Burdett College Catalog, 1918, pp. 13, 31-32.

[2] Letter from Carolyn E. Chapman, Chairman, Secretarial Department, Lasell Junior College, Auburndale, Massachusetts, October 1, 1967.

[3] Jay Miller, ed., Goldey College Alumni Directory, 1886-1940 (privately printed, n.d.), p. 8.

[4] Letter from Jay W. Miller, President, Goldey Beacom Junior College, Wilmington, Delaware, September 26, 1967.

[5] Miller, Goldey College Alumni Directory, p. 21.

the progress of events or get out of business."[1] According to him, a private secretary course was "one step in line." He recommended that the course consist of

> . . . instruction in English, knowledge of the psychology and technique of advertising, knowledge of self, development of personality, knowledge of human nature, salesmanship, public speaking, business routine and systems and executive ability.[2]

About 1914, the Munson School of Shorthand in San Francisco reportedly ran a very progressive and efficient "secretarial school."[3]

The Gregg Shorthand Federation meeting held December 26 through 29, 1917, at the Hotel Sherman in Chicago featured "A New Development: The 'Secretarial Course'" on its program. Harlan Eugene Read of Browne's Business College, Springfield, Illinois; F. L. Dyke, Dyke School of Business, Cleveland; and Paul A. Carlson, Whitewater State Normal School, Whitewater, Wisconsin, discussed the suggested course. The secretarial course at Browne's Business College was three months longer than the stenographic course and emphasized speed in shorthand and typewriting, filing, business ethics, and general secretarial duties.

The Dyke School of Business specialized in teaching the variety of things the secretary should know through lectures by local businessmen. Whitewater Normal School offered a 12-week course in office training designed for secretaries. In addition to the routine, more mechanical functions, the lessons provided problems in applying for and

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[1]"Convention of the National Commercial Teachers' Federation," _The Gregg Writer_, XVI (December, 1913), 263.

[2]_Ibid._

[3]_The Gregg Writer_, XVII (July 15, 1915), 628.

obtaining a position, business ethics and duties, corporation organization, and departmental arrangement of large offices. It was suggested at this meeting that a "secretarial course" be included in the last year of high school.[1]

The 1918 catalogue for the National Business School in Roanoke, Virginia, listed a secretarial course which primarily included only skill training. Prior to 1918, the school offered "full combination courses" and "short combination courses" which in effect were about the same as what was first called the secretarial course.[2]

Graduates from both the collegiate and business school programs usually started in stenographic positions. Even the college graduate was expected to start at the bottom and earn promotions by demonstrating her ability.[3] Oklahoma State and the University of Minnesota both indicated that the graduates of their programs almost always started as stenographers, but were promoted much more rapidly than girls with less training.[4] Russell Sage College also placed its graduates in stenographic positions.[5]

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[1]"The Secretarial Course," The Gregg Writer, XX (February, 1918), 273. See also: "Gregg Shorthand Federation Meeting," The Gregg Writer, XX (November, 1917), 103-4.

[2]Letter from Murray Coulter, President, National Business College, Roanoke, Virginia, October 21, 1967.

[3]Helen Kelsey, "Clerical and Secretarial Work," Agnes F. Perkins, ed., Vocations For the Trained Woman (London: Longman's Green & Company, 1910), p. 208.

[4]Silverthorn, Personal Letter. Also: Letter from Paul V. Grambsch, Dean, School of Business Administration, University of Minnesota, September 29, 1967.

[5]Froman, Personal Letter.

The following business schools also indicated that their graduates started in stenographic, rather than secretarial, positions:

Goldey-Beacom Junior College, Wilmington, Delaware

National Business College, Roanoke, Virginia

Bryant-McIntosh, Lawrence, Massachusetts

Hickox Secretarial School (average and below average students), Boston

Bryant College, Providence, Rhode Island

Burdett College, Boston

Sinclair Community College, Dayton, Ohio[1]

The secretary grew into the position gradually as she proved to her employer that she was capable of relieving him of the many details too petty for his consideration. There was no established training period. The speed with which the secretarial position was attained depended on the opportunities present in the particular business and the ability of the astute stenographer to grasp these opportunities and make the most of them. The ability to perform daily duties "judgmatically" grew with months and even years of experience.[2]

On the other hand, Carnegie-Mellon University (Margaret Morrison Division) replied that their graduates were always placed in

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[1]Letters from each as listed in the Bibliography, pages 332-35.

[2]Anne Pillsbury Anderson, "The Private Secretary," Agnes F. Perkins, ed., Vocations For the Trained Woman, pp. 209-10. See also: Thomas, "Secretarial Work and the College Woman," p. 294.

secretarial positions.[1] Hickox Secretarial School also placed graduates who had previous college training directly in secretarial positions.[2]

High School Programs

There was no secretarial training in the high schools from 1900 to 1920. A survey of 175 high schools throughout the country in 1914 showed that none of the schools offered secretarial training. They concentrated only on the stenographic skills.[3]

In 1917, the Boston public high schools started a secretarial curriculum for girls, but the emphasis was actually stenographic.[4]

In 1919, a committee of the National Education Association recommended that secretarial practice (integrating shorthand, transcription, and typewriting) be offered in the 12th grade.[5] However, it will be noted that the recommendation involved only stenographic skills, but was called "secretarial."

All the bona fide secretarial training was evidently obtained in the four-year colleges. In comparison with the collegiate programs, the private business school offerings were primarily stenographic. The major emphasis was on the skills, even though their catalogs listed and

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[1] Leffingwell, Personal Letter.

[2] O'Donnell, Personal Letter.

[3] "Report of the Committee on the Commercial Course in High Schools," The Gregg Writer, XVII (November 15, 1914), 105.

[4] Regan, "Business Education for Girls in Boston," p. 258.

[5] Bonnie Boldt, "Tracing the Evolution of Integrated Office Practice Courses," The Delta Pi Epsilon Journal, IX (November, 1966), 21.

described "secretarial studies." In most of the so-called secretarial curricula in the business schools, general education and business administration courses were omitted almost completely. The high schools, too, concentrated on stenographic training.

Secretarial Organizations and Publications

During the 1900-1920 period, there were no secretarial organizations as such. The stenographers and shorthand writers associations were still very popular in every city and state. Female stenographers and shorthand reporters continued to belong to these organizations.

Secretaries were eligible for membership in the Business and Professional Women's Club, organized in 1919 in Saint Louis, Missouri. In fact, two secretaries and a stenographer were members of the National Business Women's Committee of the YWCA War Work Council[1] which laid the groundwork for the organization's founding in 1918. They were Miss Pauline Goddard, Private Secretary, Saint Louis, Missouri; Miss Emma Wilson, Stenographer, Des Moines, Iowa; and Miss Regina Wolph, Secretary, Cleveland, Ohio. In addition, one of the founders was Secretary to the Secretary of the Navy, Ethel Bagley.[2]

The Federation's 1920 convention in Saint Paul listed 50 secretaries and stenographers as delegates. This was the highest representation of all areas of employment.[3]

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[1]Fact Sheet #1, The National Federation of Business and Professional Women's Clubs, Inc. (Mimeographed, June, 1967), p. 1.

[2]Letter from Mrs. Maxine Combs, Membership Director, National Federation of Business and Professional Women's Clubs, Inc., Washington, D.C., October 19, 1967.

[3]Ibid.

The Federation's objectives were:

> To elevate standards for women in business and in the professions.
>
> To promote the interests of business and professional women.
>
> To bring about a spirit of cooperation among business and professional women of the United States.
>
> To extend opportunities to business and professional women through education along lines of industrial, scientific, and vocational activities.[1]

Recognizing the importance of early training for vocations, the Business and Professional Women's Federation sponsored high school and college clubs. The Nike Club program was for high school girls and the Samothrace Club program was for college girls. Local and state groups sponsored these clubs with their members, all women in specific careers or involved in particular jobs, sharing their experiences with the student groups. "The objects for both clubs are to develop leadership, accept the responsibilities of citizenship, prepare for careers, and to give service to school and community."[2]

During this time, too, there were no publications specifically for secretaries or relating only to the secretarial field. Independent Woman and Can Do, official publications of the Federation,[3] were not partial to any occupation, but contained articles of interest to

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[1]Fact Sheet #1, The National Federation of Business and Professional Women's Clubs, Inc., p. 1

[2]Ibid., pp. 4-5.

[3]Combs, Personal Letter.

professional women in all areas. In 1956, the official publication was changed to the National Business Woman.[1]

The Secretarial Position and World War I

Once again the men of the nation were summoned to war and an urgent call went out to women to fill their positions at home, not only in the clerical field, but in the more responsible positions. President Wilson, in his 1917 Flag Day speech, expressed the Government's position regarding employment of women.

> . . . Millions of women will be needed to replace . . . men in industry and in the fields of government. . . . It will be the policy of the Department of Commerce during the war and until further notice, in occupations where eligible lists of women exist, to prefer women as far as possible.[2]

Women, who not too many years before were either rejected or hired with some skepticism, were now courted and revered. They were given opportunities to prove they could capably fill many of the positions formerly held by men. Between 1910 and 1920 the number of women in clerical occupations increased 140 per cent, an indication that the new opportunities in business were being filled by women rather than men.[3]

Prior to World War I, many changes took place in relation to woman's position. The influence of science and inventions, such as the typewriter and the telephone, altered social habits and conventions. Feelings toward women changed; much of the opposition to women working

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[1]Fact Sheet #1, The National Federation of Business and Professional Women's Clubs, Inc., p. 2.

[2]"Women in Business, I," p. 92.

[3]Groves, The American Woman, p. 337.

side by side with men diminished. They were granted equal rights with men and were accepted in many businesses and professions on an equal basis with men. The many opportunities provided women during the war enabled them to prove themselves more rapidly than in any other period. Had it not been for the war, it might have taken years for women to make the same progress. Business firms which had never before employed women, welcomed them. Women, who had never worked in offices before, accepted positions and succeeded.

The war not only eliminated any existing prejudice against women working in business,[1] but increased the demand for college-trained secretaries.[2] The war brought more women of culture and refinement into offices as secretaries. As a result, savoir faire became a definite asset, and stenography changed from a trade to a science.[3] During the war years, women were recognized for their capacity to assume responsibility. As employers became more aware of the time-saving qualities and general value of a college-trained secretary who could assume executive work, they demanded trained, personable women.[4] "There was a distinct gain in the status of the skilled woman secretary."[5] Thanks

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[1] Hoerle and Saltzberg, The Girl and the Job, pp. 249-50.

[2] Bulletin, National Committee of Bureaus of Occupations, 1920, p. 13.

[3] Ibid.

[4] Ibid., p. 15.

[5] Ibid.

to the war, views on women's abilities and the propriety of their working outside the home became even more liberalized.[1]

Very little statistical data was available on the number of secretarial positions from 1900 to 1920. From the numerous accounts of female secretaries and the increasing number of schools offering secretarial training to supply the demands of business, it could be generally assumed that the number of secretarial positions increased between 1900 and 1920. However, the secretarial position represented a small proportion of the total clerical jobs. A New York University survey in 1913 revealed comparatively few well-paid secretarial positions for either men or women.[2]

The United States Census made no distinction between secretaries, stenographers, and typists. The classification, "Stenographers and Typists," (in which secretaries were included) excluded in the ten leading occupations for women in 1900, moved to eighth place in 1910 and reached fourth place in 1920.[3] Numerically, women in office positions increased from 104,450 in 1900 to 1,038,390 in 1920.[4] It was estimated that about 5 per cent of the stenographers were actually secretaries.[5] In the South, about 2 per cent of the women office

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[1]Smuts, Women and Work in America, p. 142.

[2]Report of the National Conference on Secretarial Training, p. 18.

[3]Women's Occupations Through Seven Decades, p. 52.

[4]Ibid., p. 75

[5]Bulletin, National Committee of Bureaus of Occupations, 1920, p. 8.

workers were believed to be actually engaged in secretarial work.[1] According to the Bulletin of the National Committee of Bureaus of Occupations, out of 1,386 positions for women in 1920, 84 were bona fide secretarial positions.[2]

Besides providing additional opportunities for women to succeed in business, the war also increased salaries. Before World War I, an experienced secretary could expect to earn from $1,200 to $1,500 a year.[3] The executive secretary, though, earned up to $2,000 a year.[4] During the war, the Federal departments established a salary scale of $1,500 to $1,800 a year for secretaries. However, secretaries with considerable experience and responsibility earned $3,000 or more.[5] In private business, seven secretaries reported receiving salaries ranging from $1,020 to $2,650 in 1918 and 1919. The median salary was $1,300 a year.[6]

By 1920 an average secretary could expect to earn up to $50 a week.[7] The Government established $2,500 a year as the salary for

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[1] _Ibid._, p. 8.

[2] _Ibid._, p. 17.

[3] Post, "Opportunities for Women in Secretarial Service," p. 115. See also: Church, _The Training of a Secretary_, p. 52.

[4] Post, "Opportunities for Women in Secretarial Service," p. 127.

[5] Adams, _Women Professional Workers_, p. 243. See also: Gildersleeve, "The Private Secretary," p. 5.

[6] Adams, _Women Professional Workers_, p. 244.

[7] Hoerle and Saltzberg, _The Girl and the Job_, p. 18. See also: Church, _The Training of a Secretary_, p. 52.

secretaries.[1] Two very highly paid secretaries--far above the average--were Miss Ament who received $12,000 a year and Miss Harrison who earned $40,000.[2]

By the time the war was over, the female secretary had become as indispensable as the telephone and typewriter. "Good secretaries were always in demand."[3] There was always a place for women who were intelligent, had the ability to think quickly, to grasp business techniques, and who were willing to work. The secretarial position was firmly established for women.[4]

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[1] Roberts, "The Private Secretary," p. 450.

[2] "Distinguished Persons Who Write Shorthand," p. 389.

[3] Gildersleeve, "The Private Secretary," p. 5.

[4] Hoerle and Saltzberg, The Girl and the Job, p. 250. See also: Lear, "The Amanuensis," p. 120.

CHAPTER IV

THE SECRETARIAL POSITION, 1920-1940

"If you want to meet the guiding spirit of a successful man's business, look for his secretary."[1] The private secretary, a comparative rarity just a few years before, became an essential, indispensable factor in American business offices by the early 1920s. The term, "private secretary," was used extensively throughout the period to refer to the secretary in business. The "office" was not the male executive, but the competent woman who answered his buzzer, wrote his letters, answered his telephone, and received his callers. The office had become a woman's world. Women were there because men wanted them there. They made the business office a more pleasant, peaceful, and homelike place.[2] In addition, American business became more complex. The demands on executives were so great that they had to find ways to provide themselves with more time. Women were a "natural" for handling correspondence and taking over the detail work enabling the employer to devote more time to important executive work.[3]

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[1] Miriam Leuch, Fields of Work for Women (New York: D. Appleton & Company, 1926), p. 54.

[2] "Women in Business, II," Fortune, XII (August , 1935), 55.

[3] Kilduff, Training of a Secretary, p. 7.

By 1920, women had almost completely taken over the secretarial-stenographic field. About 91.8 per cent of all such occupations were filled by women. The "stenographers and typewriters" classification was fourth in the ten leading occupations for women. In the 1930 Census, 95.5 per cent of these positions were held by women, and the classification was the third leading woman's occupation. In spite of a drop in percentage to 93.4 in 1940, it was the second leading female occupation.[1]

Not only did the Census statistics point up the prevalence of women in this field, but "office managers regarded typewriting, stenography, and secretarial work as 'women's trades.'"[2]

> Within recent years [early 1920s] stenography has come to be regarded almost exclusively as a woman's occupation. The word 'stenographer' is practically synonymous with an office worker of the female sex.[3]

Although the preceding figures and comments refer to "stenographer," it can be assumed the same was true for secretaries since secretaries were promoted from the ranks of the stenographers.

Promotion from stenographer to private secretary was "natural" because of the intimate contact the stenographic position had with the executive phase of the business. However, promotion depended not only on the firm's organization and the natural ability, training, and aptitude of the stenographer, but the opportunities afforded her to

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[1] Women's Occupations Through Seven Decades, pp. 52, 27.

[2] Breckinridge, Women in the 20th Century, p. 178.

[3] "Shorthand for the Young Man," The Gregg Writer, XXVII (January, 1925), 243.

demonstrate these characteristics. "Promotion came through knowledge and the ability to use that knowledge expertly."[1]

The reports on secretaries who "made good" emphasized the fact that "they were first of all good stenographers. . . ."[2]

> In ordinary times there are no secretarial openings in the business world, at any rate for women . . . that do not call for at least reasonable proficiency in shorthand.[3]

In addition, Nichols concluded from his study of bona fide secretaries in the early '30s

> . . . not only that a stenographic position may be used as a stepping-stone to secretarial work by those who possess the traits and training essential to success in this field of office employment, but that it is the position most often used for this purpose.[4]

The secretarial position was the ultimate goal and coveted promotion sought by ambitious, well-trained stenographers.[5] It was estimated that over 99 per cent of all shorthand students looked forward to becoming private secretaries.[6] Secretaryship was identified by a close

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[1] "The Line of Promotion," The Gregg Writer, XXIV (December, 1921), 145.

[2] "Mobilizing 10,000 Stenographers," The Gregg Writer, XXXIV (November, 1931), 141.

[3] A. W. Armstrong, "Merely a Stenographer," Saturday Evening Post, July 16, 1927, p. 132.

[4] Frederick G. Nichols, The Personal Secretary: Differentiating Duties and Essential Personal Traits (Cambridge: Harvard University Press, 1933), p. 75.

[5] Isabelle C. Ogden, "Free Lance Stenography," The Gregg Writer, XXIV (March, 1922), 243. See also: Adams, Women Professional Workers, p. 227.

[6] "Ninety-Nine and Six-tenths Per Cent," The Gregg Writer, XXXV (April, 1933), 393.

personal contact with the employer and a knowledge of the business secrets, an increased reliance on personal initiative, judgment, and knowledge of business, the ability to direct and supervise clerical workers, and the responsibility to carry out important details and assume many minor administrative duties--a responsibility that called for initiative, judgment, knowledge, imagination, and tact.[1] The responsible, confidential nature of the position led to the description of the secretary as the employer's alter ego.

The Alter Ego

The secretary was often described as the employer's alter ego,[2] his other self. She relieved him of routine details and provided him with more time for executive work. She had only one interest in her work, that of serving her employer's interests to the best of her ability.[3] In fact, Helen Gladwyn differentiated between the stenographer and secretary on this basis:

> . . . The difference between a stenographer and a secretary is chiefly the result of a different fundamental point of view. The former makes herself and her work the dominant features, while to the latter her employer, his requirements, and his characteristics are the chief end and aim of her thought. She subjugates her own personality in every sense of the word.[4]

Genevieve Gildersleeve reiterated this opinion.

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[1] Elgie Purvis, Secretaryship As a Career Field, National Council of Business Schools, Washington, D.C., 1944, pp. 6-7.

[2] Kilduff, The Private Secretary, p. 7. See also: Training for the Professions and Allied Occupations, p. 226.

[3] Leuch, Fields of Work for Women, p. 52.

[4] Gladwyn, "How I Became a Confidential Secretary," p. 32.

> The personal equation is a large element in the success of a secretary. She must study her employer and his methods of doing business and subordinate her own individuality entirely to his. For it is his wants she must anticipate and fill; it is his letters she must compose--not in her own style but in his; it is his clients or customers or creditors to whom she must convey his desires. . . . The more closely she comes to talking, writing, thinking like her employer the better fitted she becomes to act as his representative and the more indispensable and valuable her service.[1]

Regardless of the type of business, a real secretary was expected to be an extension of her employer. She was expected to think and act as he would and to be as well educated and knowledgeable about the business as he so she could actually perform half his work for him.[2] She had to be willing to subserve herself to a common achievement,[3] and to do anything to advance her employer's interests.[4] "In all private work the surroundings and secretarial opportunities are a direct reflection of his (the employer) personality."[5] "The secretary must . . . execute the thoughts of another. . . ."[6] An important quality expected of secretaries at that time was the combination of initiative and "self-forgetfulness in the interests of the employer . . . that quality that helps one to serve quietly and happily without recognition. . . ."[7]

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[1]Gildersleeve, "The Private Secretary," p. 3

[2]Leuch, Fields of Work for Women, p. 15.

[3]Frank Hamack, "The Secretary in Modern Business--Abstract," National Education Association Journal, June-July, 1929, p. 324.

[4]Training for the Professions and Allied Occupations, p. 226.

[5]Thomas, "Secretarial Work and the College Woman," p. 291.

[6]Joseph Shaffer, "Thrills of a Secretary's Job," The Gregg Writer, XXIV (February, 1922), 211.

[7]Ibid., p. 293.

Celeste Jedel, Professor Raymond Moley's *alter ego*, even wrote his speeches for him. "She knows what he is thinking, what his opinions on anything will be, what his reactions to people are, his manner of speech."[1]

Rufus and Blanche Stickney referred to the secretary as an *alter ego* also--the third stage for employees with a knowledge of stenography.

> Minor executive stage--stenographers become personal assistants and in addition to stenographic work, she performs duties requiring experience, judgment, maturity, personality, etc. The secretary is the *alter ego* of her employer.[2]

Nichols, too, in his study of bona fide secretaries in the early '30s, said: "The private secretary . . . is her employer's *alter ego*."[3]

According to Tupper Lee,

> theoretically, the secretary is the business assistant of his or her chief, but actually she is his *alter ego*, to whom he entrusts all that can be entrusted to another, even at times his most intimate affairs. . . .[4]

Secretaries, themselves, admitted to the same description: "The very nature of our work and environment subdues our personality and inhibits originality."[5]

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[1]"Vigilant Vaults of Sacred Facts," *Literary Digest*, CXXIII (March 6, 1937), 34.

[2]Rufus Stickney and Blanche Stickney, *Office and Secretarial Training* (New York: Prentice-Hall, Inc., 1931), p. 58.

[3]Nichols, *The Personal Secretary*, p. 79.

[4]Tupper Lee, "The Making of a Secretary," *The Gregg Writer*, XXIV (September, 1921), 3.

[5]"Employers I Have Known," *The Gregg Writer*, XXIV (October, 1921), 50.

Confusion in Meaning of "Secretarial"

Because of the prestige, desirability, and dignity of the secretarial position, many office workers called themselves "secretaries" when in reality they were far from such positions.[1] As a result, a great deal of misunderstanding and misuse of the term developed. As early as 1913, when the New York University of Commerce made its survey, "private secretary" was an elastic title used to designate "various types of workers from a $15-a-week stenographer to an $8,000-a-year secretary to a financier."[2]

During the period between the two wars, the confusion intensified. The word "secretary" became an "all-inclusive term often used indiscriminately to mean all kinds of office workers."[3] In the public's mind "secretary" was confused with clerk, typist, and stenographer whose duties involved well-defined skills and were usually assigned and routine.[4] There was "utter confusion about terms secretarial and the business activities included . . . [and] no attempt to define them."[5] The term "secretary" was applied "to a wide range of occupations from stenographer to Secretary of State."[6] Writing about professions for women, Adams also called attention to the misnomer.

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[1] Adams, Women Professional Workers, p. 227.

[2] Report of the National Conference on Secretarial Training, p. 18.

[3] Purvis, Secretaryship As a Career Field, p. 7.

[4] Ibid.

[5] Frederick G. Nichols, Commercial Education in the High School (New York: D. Appleton-Century Company, Inc., 1933), p. 41.

[6] Training for the Professions and Allied Occupations, p. 226.

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the term [secretary] and the boundaries of
een exceedingly ill-defined. Positions and
ve been called 'secretarial' that have had
rofessional standing.[1]

the National Committee of the Bureau of Occu-
here were increasingly good opportunities in the
they would remain "more or less obscure until the
nographer has been exchanged for accurately

"more stenographers are asked for than secre-
rms are used interchangeably."[3]

ally pointed out in The Personal Secretary the
al meaning of the term 'secretary' as it is used
ucation."[4]

Speaking at the National Conference on Secretarial Training, Harry Jacobs also commented on the interchangeable use of the two terms and the need for clarification in justice to the schools which offered real secretarial training and to their graduates.

> There is almost universal use of the word 'secretary' instead of 'stenographic.' . . . The secretarial course practically begins where the stenographic course ends. . . .[5]

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[1] Adams, Women Professional Workers, p. 227.

[2] Bulletin, National Committee of the Bureau of Occupations, p. 8.

[3] Ibid., p. 13.

[4] Nichols, The Personal Secretary, p. 86.

[5] Report of the National Conference on Secretarial Training, p. 4.

Periodicals of the 1920-1940 period used the two terms "stenographer" and "secretary" interchangeably without indicating which was really intended and giving the reader the impression that the terms meant the same thing. For example, in an article on "The Studio Stenographer," secretary and stenographer were used synonymously.

> It is a fact that few Hollywood secretaries have any desire to become screen stars . . . film studio stenographers [underlining the writer's] receive about the same salaries as girls doing similar work. . . .[1]

A picture of ten Washington, D.C., women employees was headlined, "Capitol Hill Stenographers Get Shorthand First-Hand," but the picture caption referred to "secretaries to Representatives."[2]

The comment, "the stenographic or secretarial position in business is too important . . . ,"[3] also indicated the synonymous use of the two terms. Both indicated one position implying they were the same. The use of the singular verb, "is," further bore this out.

Evidence that stenographers usurped the title of secretary was found in the following definition.

> A machine that wrote shorthand and turned out letters on the typewriter was called a stenographer--although it proudly referred to itself as a secretary--and it was getting $15 a week because it was a machine which did mechanical things rather than thinking things.[4]

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[1]"The Studio Stenographer," The Gregg Writer, XXXIII (November, 1930), 130.

[2]The Gregg Writer, XXXV (June, 1933), 520.

[3]"Mobilizing 10,000 Stenographers," p. 141.

[4]"Mr. Robot Goes to the Movies," The Gregg Writer, XXXIII (January, 1931), 218.

The characteristics required for stenographers began to resemble those previously assigned to the secretary.

> . . . the successful stenographer or secretary must not only be efficient in the essentials of her own duties, but she must be somewhat of a diplomat and know the technique of handling the Boss so as to keep things running smoothly. . . . The stenographer must distinguish and gracefully dispose of all [callers] except those whom she knows the Boss will be pleased to see. . . . It is well for the stenographer to study her Boss and understand his moods and temperament. She must adapt herself to those moods. . . .[1]

Here, too, the two terms were used as one.

In relation to the supply and demand for competent secretaries, the secretarial field was referred to as "higher stenographic": "In the secretarial or higher stenographic field, the equilibrium is not so marked. . . ."[2]

An advertisement for Secretarial Studies also used the two terms synonymously: "In our secretarial or stenographic course we must train for the job."[3] The use of the singular "course" indicated that "secretarial" and "stenographic" were thought of as the same.

The two terms were not only used synonymously, but were often used as one--stenographic-secretarial. This position, originally referred to prior to the 1900s (see page 51), was primarily concerned with the employer's correspondence.

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[1]Marion Hicks, "Just Between Us Stenogs!" The Gregg Writer, XXXIII (January, 1931), 195-96.

[2]"Supply and Demand," The Gregg Writer, XXXIII (December, 1930), 170.

[3]The Gregg Writer, XXXIII (April, 1931), xi.

> A busy executive must delegate to a subordinate a number of important duties so closely linked to his correspondence that they naturally fall upon the stenographer-secretary.[1]

Glen Swiggett also referred to the combined term at the National Conference on Secretarial Training in 1923.

> There must be certain fundamental things which every secretary from stenographer-secretary to executive secretary must know and should do. . . . Two million business firms in the United States today need at least as many stenographer-secretaries, and there are only 615,000 stenographers.[2]

Also at the Conference, H. E. Bartow lamented the use of "secretary" in conjunction with "stenographer."

> . . . qualifications of the stenographic secretary rest principally upon efficiency in stenography and typewriting and thorough English preparation. It is unfortunate that the term 'secretary' should have been applied to this group.[3]

Adding to the confusion was the development in the '30s of the "clerical" classification to cover any kind of office work from secretarial to simple, routine jobs which required little or no training.[4] All office employees, regardless of their specific functions, were grouped under the one heading. Secretaries, as a general rule, were not even mentioned, either as a profession or as a separate category in the

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[1] "Ninety-Nine and Six-Tenths Per Cent," p. 393.

[2] Report of the National Conference on Secretarial Training, p. 3.

[3] Ibid., p. 8.

[4] Breckinridge, Women in the 20th Century, p. 175. See also: Grace Coyle, "Women in the Clerical Occupations," Women in the Modern World, The Annuls, The American Academy of Political and Social Science, CXLIII (May, 1929), 180.

general classification.[1] In some larger offices, clerical jobs became highly specialized--typists did only typing, and stenographers took dictation and did not act as private secretaries.[2] There were offices, though, in which the stenographer often performed secretarial functions without having the title or being recognized as such. In many surveys at that time, secretaries were included with stenographers in one category thus increasing the difficulty of differentiating between the two positions.[3]

One explanation of the misunderstanding may have stemmed from the fact that the first women in business offices were "typewriters" who turned out letters with machine-like precision all day. Therefore, to many people a secretary was anyone who operated a typewriter.[4] Before the development of secretarial curricula, the secretary was trained in stenographic departments[5] where the emphasis was on shorthand and typewriting, thus closely associating the stenographic skills with the secretary. In addition, the fact that the first step from stenographer to secretary involved the responsibility for writing letters and handling correspondence may have led many people to think of stenographers and secretaries with the same meaning. It seemed as if anyone who took

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[1]Russell Hurlin, "Some Occupational Changes from 1870-1930," The Personnel Journal, XI (February, 1933), 280.

[2]Breckinridge, Women in the 20th Century, p. 175.

[3]Center and Herzberg, Secretarial Procedure, pp. 6-144.

[4]Clare H. Jennings, Should You Be A Secretary? New York Life Insurance Company, Career Information Service (privately printed), 1965, p. 3.

[5]1918 Burdett College Catalog, p. 31

shorthand and transcribed it, regardless of other duties, was called a secretary.

Although businessmen preferred college-trained secretaries, many college women believed that stenography was beneath them; they were ashamed to be called stenographers.[1] They had the liberal arts and business education required; but unless they also had the technical skills, they were unable to obtain the job-entry stenographic positions for on-the-job experience necessary for promotion to secretarial positions.[2] This aversion of college-trained business women to the term "stenographer" may have resulted in their calling themselves "secretaries" even though they actually held stenographic positions.

Perhaps, too, since secretaries usually started their careers as highly skilled stenographers, they may have appropriated the title, "secretary," prematurely.

In addition, the prestige of the secretarial position may have inspired all office workers to desire to be associated with it whether they actually were or not. According to the Literary Digest, "a very superior type of woman is now occupying secretarial posts."[3] This was borne out by the fact that Governor Huey Long of Louisiana appointed his own secretary to his Cabinet; and E. M. Statler married his secretary, Alice Seidler, who took over complete control of the $30,000,000

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[1] Thomas, "Secretarial Work and the College Women," p. 294. See also: Bulletin, National Committee of the Bureau of Occupations, p. 14.

[2] Armstrong, "Merely a Stenographer," p. 132.

[3] "Making Miss Office Wife Into Mrs. Home Wife," Literary Digest, CVII (December 6, 1930), 40.

hotel chain after Statler's death. Senator Thomas Scholl of Minnesota attributed his successful law practice (attained after he became blind) to his wife who served as his secretary.[1]

Attempts at Clarification

Because of the confusion between stenographer and secretary, attempts were made to identify bona fide secretarial positions and distinguish them from stenographic positions. In 1924, Charters and Whitley[2] published their secretarial survey undertaken in an attempt to identify secretarial duties to provide educational institutions with a more specific basis for training secretaries. However, in compiling this list little effort was made to contact bona fide secretaries recognized by employers as such. Therefore, those replying to the survey held all positions from stenographic to minor executive positions. As a result, the extensive list of secretarial duties (871) compiled by Charters and Whitley was actually a list of office functions which could have been performed by any office worker and really did not distinguish the secretarial position from any other office job.

Almost everyone who tried to distinguish between the stenographic and secretarial positions admitted that it was extremely difficult. Charles Swem, one of the outstanding male stenographers on

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[1] Ibid., pp. 38-40.

[2] W. W. Charters and Isadore B. Whitley, Analysis of Secretarial Duties and Traits (Baltimore, Md.: Williams and Wilkins Company, 1924).

President Wilson's staff said: "It is puzzling to know where to draw the line between a secretary and a good stenographer."[1]

Harry Jacobs, too, indicated that the line between the two was difficult to ascertain, since many stenographic positions involved some secretarial work. In addition, there were gradations in secretarial work "from high-grade stenographer with some secretarial duties up to the confidential and personal assistant with practically an executive rank."[2]

However, in the early '20s Edward Kilduff differentiated the private secretarial position as follows:

> The private secretary is a confidential attendant entrusted with the task of relieving his employer of all possible detail work and of such minor executive matters as he can so that the employer may be able to devote his whole time to executive work.[3]

Fred Kunkel also identified the three more common office positions.

> The work of a typist is largely mechanical. The work of a stenographer is on a higher plane. A secretaryship is still another climb up the ladder. The secretary must learn to think and see, and at the same time execute the thoughts of another, improve on him if possible, suggest improvement at any rate, and constantly save the boss' time. And the best paid secretaries, those who have the highest money value in business, are those who have the ability to think where thought and initiative are necessary. A secretary capable of thinking and thinking right at the right time lifts a great burden of work from the shoulders of the higher-paid executive.[4]

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[1]Report of the National Conference on Secretarial Training, p. 31.

[2]Ibid., p. 4.

[3]Kilduff, The Private Secretary, p. 4.

[4]Fred E. Kunkel, "Confidential Chats With the Boss," The Gregg Writer, XXXIII (December, 1930), 156-57.

Hazel Cades, in 1930, indicated the misuse of the term and defined the private secretary.

> The difference between a secretary and a stenographer has been said to depend on the fact that a secretary thinks but there are private secretaries by courtesy title that never had an idea in their lives and there are stenographers who in everything but name are secretaries. . . . The private secretary's work is largely executive.[1]

Adah Peirce clarified the stenographic and secretarial positions through reference to the duties of each. The stenographer's duties were limited to taking dictation and transcribing in preparation for secretaryship or reporting positions. The secretarial position, one of the most important in the office, involved a variety of duties.[2]

Dorothy Virts, also, in her study of collegiate secretarial science programs, defined "the secretary, as distinguished from the clerk or stenographer [as] one who has executive functions to perform."[3]

In 1939 the first edition of the Dictionary of Occupational Titles defined both the stenographer and the secretary.

> A stenographer takes dictation in shorthand of correspondence, reports and other matter and transcribes dictated material, writing it out in longhand or using the typewriter. She may be required to be versed in the technical language and terms used in a particular profession, may perform a variety of related clerical duties. She may transcribe information from a sound producing record.
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> . . . .
>
> A secretary performs general office work in relieving executives and other company officials of minor executive and clerical duties: takes dictation, transcribes, makes

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[1]Hazel Rawson Cades, "Ask My Secretary," Women's Home Companion, April, 1930, p. 51.

[2]Adah Peirce, Vocations For Women (New York: Macmillan Co., 1933), p. 8.

[3]Virts, "The Collegiate Secretarial Science Curriculum," p. 75.

> appointments for the executive and reminds him of them, interviews people coming into his office, directing to other workers those who do not warrant seeing the executive, answers and makes phone calls, handles personal and important mail, writes routine correspondence on her own initiative, may supervise other clerical workers.[1]

Recognizing the importance of identifying the bona fide secretary, Frederick G. Nichols conducted a survey of 692 private secretaries. He, too, admitted it was difficult to determine when an employee advanced from one level to the next, as most business school graduates "must serve on lower levels of employment before reaching a secretarial level."[2] In order to eliminate or reduce the number of borderline cases in his study, Nichols deliberately included only high-grade secretarial positions.[3] His study showed that the private secretary could be distinguished from stenographers on a lower level and from executive assistants on the same level.[4]

Some young women believed their opportunities were limited by the confusion in terminology; and they, too, desired to differentiate office positions. The activities of a southern chapter of the Business and Professional Women's Club in publishing a directory was an example of their concern.

> One of the main benefits of the directory will be the liberating of the large proportion of able business women from a classification which has tended to hold them down and constantly made for vagueness and misunderstanding. Already, with the consent of employers and usually even to their definite

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[1]U.S., Employment Service, Division of Occupational Analysis, Dictionary of Occupational Titles, 2nd ed. (Washington, D.C.: Government Printing Office, 1949), pp. 1171, 1284.

[2]Nichols, The Personal Secretary, p. 9.

[3]Ibid., p. 10.

[4]Ibid., p. 87.

> satisfaction, former so-called stenographers are coming into the fight as the secretaries, office executives, advertising managers which they have been without recognition.[1]

According to Owen Sheffield, the secretarial position at Dun & Bradstreet defied definition. The duties and authority of the position were not identified, but depended on the personalities of the employer and employee. For example, in 1931, the manager of the Collection Department delegated to his secretary, Mary Ellen Sheffield, the responsibility for handling routine details. Because of the manager's long absences from the office, Miss Sheffield actually managed the department. Her successor, Miss Christine Barteletti, continued in the same vein.

When Edwin S. Gard came to New York from Pittsburgh in 1911, he had his secretary, Mrs. O'Connor transferred with him. She literally "took over," assuming much of the authority which Gard should have exercised.

A. D. Whiteside's secretary, Miss Emma Kelly, was with him before he came to Dun & Bradstreet in 1931. She remained with him through his years with the Agency until his retirement in 1952 and in his private life until his death in 1960. It was their personalities, though, that created the effective team. Miss Kelly was not the most competent stenographer, nor was she adept at handling matters in Whiteside's absence. His temperament was such that "hardly any female secretary would have tolerated his idiosyncrasies."[2]

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[1] Bulletin, National Committee of Bureaus of Occupations, 1920, p. 8.

[2] Sheffield, Personal Letter.

On the basis of the previous illustrations and his personal experience with other employer-secretary teams, Sheffield commented:

> Despite what secretarial schools may teach and what many people may assume, the positions of 'female secretaries' to corporate executives do not fall into fixed and limited patterns. The dominate factors too often are the peculiar personalities of the two persons involved. . . . Depending on the personalities and circumstances rather than the corporate office, the duties and authority exercised by 'female secretaries' vary widely.[1]

Although Sheffield's experience and knowledge of the secretarial position related to Dun & Bradstreet, his opinion was that secretarial positions in other corporations followed the same pattern.[2]

Quantity of Secretarial Positions

The secretarial position was not "typical" in the large office organization of this period.[3] The comparatively few positions seemed to be held by well-educated women who intended to make a career in business. Many employers, uncertain about women remaining in business, were reticent to give them responsibility. In addition, many men objected to women being given more opportunity because they believed executive positions belonged to men who had greater financial responsibilities than women. Then, too, the majority of the women had not shown the initiative and courage necessary for progress in a vocation.[4] To most girls,

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[1] Ibid.

[2] Ibid.

[3] Leverett Lyon, Education For Business (Chicago: University of Chicago Press, 1931), pp. 47-48.

[4] Peirce, Vocations for Women, p. 8. See also: "Women in the Business World," p. 778.

stenography represented "something to do, a stop-gap between business and marriage, a way of earning a living";[1] but only to a few did it represent a real vocation.

The secretarial position was usually eliminated from most national occupational surveys. In Women in 1923, the secretarial position was also excluded, but some five thousand female stenographers and typists were described as the "rank and file of women."[2] Nor was the secretarial position mentioned in relation to the more responsible positions.[3] The secretarial position was also excluded from national surveys of clerical work made in 1922 and 1928,[4] and from a salary survey conducted by the National Industrial Conference Board in 1926.[5]

The 1930 United States Census listed 775,000 female stenographers and typists; secretaries were not counted separately.[6] The United States Census Bureau did not recognize the secretarial position for women until 1940 when the classification, "Stenographers and Typists," was changed to "Secretaries, Stenographers and Typists." At that time there were 988,081 workers in this category, but even then no figures were available for secretaries only.[7]

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[1] Leuck, Fields of Work for Women, p. 49.

[2] Ida Clyde Clarke, ed., Women of 1923 (Chicago: The John C. Winston Company, 1923), pp. 128, 131.

[3] Ibid., p. 131.

[4] Nichols, Commercial Education in the United States, p. 214.

[5] Lyon, Education For Business, p. 159.

[6] Ibid., p. 112. See also: Women's Occupations Through Seven Decades, p. 75.

[7] Women's Occupations Through Seven Decades, p. 27.

The ill-defined use of the term, "secretary," contributed to the difficulty of determining the extensiveness of secretarial positions.[1] However, there were indications that women held secretarial positions in increasing numbers. Brown Brothers Harriman and Company, in 1925, hired only male secretaries. By 1935, the female secretaries outnumbered the male. Morgan's, too, with its strict British tradition of all male employees, permitted three women secretaries for the partners.[2]

However, a more accurate picture of the approximate number of secretarial positions was ascertained from several city surveys made during this time. In Minneapolis in 1925, 4,734 women were surveyed in 191 firms. Of that number, 92 (2.5 per cent) indicated they held secretarial positions.[3] In another survey that same year, of 2,816 positions held by women, 19 were private secretaries.[4]

A study of commercial employees made by the Pasadena City Schools revealed that 343 of 4,040 women employees held secretarial positions.[5]

In Saint Louis, out of 2,103 women employees, 32 were secretaries.[6]

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[1] Training for the Professions and Allied Occupations, p. 227.

[2] "Women in Business, II," p. 86.

[3] Lyon, Education For Business, p. 143.

[4] Ibid., p. 46

[5] Ibid., p. 147.

[6] Ibid., p. 151.

A survey of 46,346 clerical employees in 57 Chicago firms in 1928 revealed 540 female secretarial positions.[1]

In an Iowa survey in 1928, 3.8 per cent of the female office workers were secretaries.[2]

It was estimated in 1920 that "of the 615,154 stenographers and typists, probably no more than one-fifth carry the varied responsible duties which would justify the title of secretary."[3]

In 1931-32, the Women's Bureau of the Department of Labor surveyed seven cities. Of the 42,844 women covered in the study, 4.4 per cent were secretaries.[4]

On the basis of the preceding statistics, it could be estimated that 3.2 per cent of the total women office workers were actually classified as secretaries. There were, then, 24,800 secretarial positions in 1930 and 31,619 in 1940.

The Depression and the Secretarial Position

During the depression, another all-inclusive term, "white-collar worker," developed which covered a wide variety of occupations and salaries. The general term was usually intended to include all workers except executives and manual laborers. More specifically, the classification was defined as "the clerical assistants to executives,

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[1]Nichols, Commercial Education in the High Schools, p. 216.

[2]Lyon, Education For Business, p. 112.

[3]Training for the Professions and Allied Occupations, p. 227.

[4]"Employment of Women in Clerical Work," Monthly Labor Review, XL (May, 1935), 1229.

officials, and business and professional men . . . they do office work, type the letters, keep the records and accounts, and answer the telephone. . . ."[1] The secretarial position, then, was considered a "white-collar" position.

No information was available on the effect of the depression on the secretarial position specifically. In fact, "the average white-collar worker was not even a statistic."[2] Many firms, when the depression affected them, fired employees immediately and drastically cut expenses. Others rated their employees in relation to their knowledge of the business, efficiency, personality, ability to grow into better jobs, and length of service. The best employees and those with the longest service with the firm were retained.[3] Since secretaries were promoted after experience in the firm and were expected to be well educated and know the business almost as well as the employer, it might be assumed that secretaries were among those retained.

Wage cutting was a popular method of cutting expenses while maintaining employees. A public accounting firm which audited several hundred firms' books estimated that salary cuts for those retained in firms ranged from 25 to 50 per cent with the majority closer to 50 per cent. Employment agencies also estimated that office workers had taken about a 40 per cent reduction in salary.[4]

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[1]Alba M. Edwards, "The 'White-Collar Workers,'" Monthly Labor Review, XXXVIII (March, 1934), 501.

[2]Johnson Heywood, "Taking the Starch Out of White-Collar Workers," World's Work, LX (September, 1931), 58.

[3]Ibid., pp. 58-59.

[4]Ibid., p. 59.

During the depth of the depression (1934) only 105 of the 568 girls in Denver shorthand classes obtained jobs as stenographers. It was estimated that by fall, if business picked up, there might be 75,000 stenographic openings, nationally, which would hardly provide opportunities for the 200,000 students learning shorthand.[1] Consequently, students were encouraged to supplement their shorthand skill in order to be more valuable to an employer. This situation, no doubt, encouraged high schools to offer the so-called "secretarial course." (See page 129). The supply of stenographers exceeded the demand, but there was a shortage of secretaries. "The upper levels of shorthand writing are relatively uncrowded and offer an attractive field for women who are ambitious for advancement."[2]

> Stenographers come and go, but the demand for the trained secretary goes on forever. . . . The demand for the trained secretary in business . . . far exceeds the supply.[3]

Many professional men and women were forced to do their own detail and correspondence work because they were unable to find secretaries with sufficient background to do it for them.[4]

> There are today many fifty-dollar secretarial positions being of necessity filled by twenty-five dollar a week stenographers, to the dissatisfaction of both the employer and the stenographer: for the employer doesn't receive the service,

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[1]J. C. Furnas, "Shorthand," Good Housekeeping, April, 1938, p. 178.

[2]Frederick M. Schaeberle, "Opportunities for Women in the Upper Levels of Shorthand Writing," The Gregg Writer, XXXV (April, 1933), 380.

[3]Frances Fisher Dubuc, "Secretarial Specialists," Saturday Evening Post, October 23, 1926, p. 54.

[4]Florence E. Ulrich, "Seeing Ahead," The Gregg Writer, XXXIII (January, 1931), 219.

> and the stenographer doesn't get the compensation that each expects. The position is there waiting . . . for the stenographer to grow into it.[1]

Generally, the hiring rate during the depression maintained its former level "in occupations in which the human factor could not be easily displaced. . . ."[2] Since the human element was important to the secretary's success, it might be assumed that the secretarial position was not affected. In fact, the position was enhanced for the college-trained secretary. An unpublished study of University of Minnesota secretarial graduates, 1929 through 1934, indicated that only one respondent was involuntarily unemployed.[3] Employers raised educational requirements and placed more emphasis on physical appearance and personality. However, older women, in many cases, had difficulty finding employment;[4] and there was little opportunity for the married woman in an office.[5]

The Secretarial Position and Formal Education

The confusion surrounding the term, "secretarial," in the business office permeated the schools also. In an attempt to alleviate the confusion, several colleges participated in a National Conference for Secretarial Work sponsored by the United States Department of Education

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[1]"Supply and Demand," p. 170.

[2]Gladys Palmer, "Occupational Trends in Women's Employment," The Woman's Press, XXVIII (October, 1934), 465.

[3]Donaldson, Personal Letter.

[4]Palmer, "Occupational Trends in Women's Employment," p. 465.

[5]"Employment of Women in Clerical Work," Monthly Labor Review, XL (May, 1935), 1226.

in 1923. The discussions focused on secretarial training and its objectives in all types of institutions--high schools, business colleges, colleges, and universities.[1] At this Conference, Glen Swiggett indicated that books and texts on secretarial training, as well as the training itself in the schools, revealed that its objectives were confused.[2]

According to Nichols, too, teachers and school authorities had no definite idea of the characteristics of a secretarial position. As a result, any curriculum in which shorthand was the major subject, was labeled "secretarial."[3] He also indicated that not one of the schools offering so-called secretarial courses or advertising that "secretarial" positions were available to their graduates clearly identified the term, "secretarial."[4] In order to clarify its meaning and to provide teachers of secretarial courses with a clearer, more definite picture of the position, Nichols undertook his study of the secretarial position in 1932.[5]

The earliest high school "secretarial" training consisted of the student working in a model office which duplicated the business office as nearly as possible. From that beginning, the secretarial practice

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[1] Report of the National Conference on Secretarial Training.

[2] Ibid., p. 3.

[3] Nichols, The Personal Secretary, p. 4.

[4] Ibid., p. 3.

[5] Ibid.

course developed.[1] As early as 1920, high schools recognized the need for a "polishing" course to prepare pupils for immediate entrance into higher office positions.[2] The typical course was

> especially designed to give the prospective secretary or stenographer a type of training that would acquaint her with business procedures in general and give her background to feel reasonably at home on the job.[3]

These courses were called "secretarial training," "secretarial practice," or "office practice," "clerical practice," and "business practice." In most schools these courses were subsidiaries of shorthand or bookkeeping.[4]

The Wisconsin State Board of Vocational Education, in 1929, suggested the following "secretarial curriculum" for both juveniles and adults: shorthand, typing, English, filing, typewriting repair, comptometer, dictaphone, and office training. The curriculum was open to anyone regardless of age, previous background, or grade attainment.[5] A closer study of this and similar curricula, though, revealed that the emphasis was primarily stenographic or clerical.[6] Shorthand and

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[1]Peter Agnew, "Office Practice--Some Basic Considerations," Balance Sheet, XVI (October, 1934), 74.

[2]F. W. Loso, "What Is Office Practice," Balance Sheet, XII (September, 1930), 6. See also: John Quarters, "Office Practice," Balance Sheet, VII (October, 1927), 11.

[3]Agnew, "Office Practice," p. 75.

[4]Nichols, Commercial Education in the High School, p. 357.

[5]Lyon, Education For Business, p. 406.

[6]Ethel Wood, "Office Training," Balance Sheet, XIII (May, 1933), 416. See also: Nathan Baltor, "I Like the Service Plan for Secretarial or Clerical Practice," Balance Sheet, LXI (March, 1960), 299-302.

typewriting comprised the backbone of high school "secretarial training"; other work was incidental.[1] Teachers and authors set forth the premise that "the secretary must be an expert stenographer."[2] This was true because secretaries were promoted from stenographic positions, but they failed to consider or recognize the wide variety of other duties delegated to a secretary or the personal traits and maturity desirable for filling the secretarial position adequately. Neither the courses nor the curricula were secretarial in the true sense of the term.

In fact, at the National Conference on Secretarial Training, H. E. Bartow questioned the advisability of high schools offering secretarial training. The usual high school curriculum--two years of academic subjects and two years of business subjects--was not considered adequate preparation. Nor was an 18-year-old high school graduate sufficiently mature to handle a secretarial position. He believed that high school commercial training should merely be preparatory for more advanced training in a business school, college or university.[3] C. M. Grover concurred with Bartow in this respect.[4]

Dorothy Virts, as a result of her study on secretarial science programs, concluded that

> high schools should not train secretaries--they might satisfactorily train stenographers or clerks--because they

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[1]M. E. Zinman, Book review of Secretarial Training by Edward J. McNamara, Education, L (October, 1929), 104.

[2]Ibid.

[3]Report of the National Conference on Secretarial Training.

[4]Ibid., p. 10.

cannot provide the broad background which is so essential in a private secretarial position.[1]

When Edward I. Crawford undertook his survey of training needed by secretaries in 1936, he did so because, according to prospective employers, business school and high school graduates were incompetent to fill secretarial openings.[2]

In spite of these opinions, the high schools offered "secretarial" training. Graduates of these courses called themselves "secretaries," whether they deserved the title or not.[3]

The majority of the private business schools also offered a "secretarial course" which included English, bookkeeping, filing, commercial law, banking, office devices, and elements of business administration, in addition to stenography and typewriting.[4] In 1939, 323 private business schools reported that their secretarial course was the most popular offering.[5] In addition to the business schools which provided comprehensive business instruction, there were about 100 Dickinson Secretarial Schools throughout the country. However, even though called "secretarial," they mainly stressed short courses in shorthand.[6]

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[1]Virts, "The Collegiate Secretarial Science Curriculum," p. 140.

[2]Edward Irwin Crawford, "A Survey of Training Needed by Secretaries" (unpublished Master of Science in Education thesis, University of Southern California, 1936), p. 1.

[3]Leuch, Fields of Work for Women, p. 51.

[4]Training for the Professions and Allied Occupations, p. 228.

[5]Jay W. Miller, A Critical Analysis of the Organization, Administration, and Function of the Private Business Schools of the United States (Cincinnati: South-Western Publishing Company, 1939), p. 63.

[6]Ibid., p. 33.

Many business colleges turned out "secretaries" in three months. As a result of these short courses, the public got the idea that the secretarial position entailed little ability or education, and the position was not held in high esteem.[1]

Most junior colleges also offered secretarial training, but their curricula were patterned after the high schools with the emphasis on shorthand, typewriting, and bookkeeping.[2]

Both Dorothy Virts and Sallalee Hart reiterated the opinion that the colleges rather than high schools or business schools could best provide education for bona fide secretarial positions.

> Neither the high school nor the private business college can properly train secretaries because neither provides the broad education now demanded by business executives, many of whom are college-trained men and women. The high school should concentrate on the fundamentals, such as spelling, penmanship, punctuation, English composition, and English grammar, and leave the technical training of secretaries to colleges and universities.[3]

> The upgrading of secretarial education has become a continuously growing process. The larger high schools have attempted to meet the demand but have proved inadequate, for today [1938] the demands of business have compelled the secretary to be proficient not only in the professional skills, but also in knowledges and personal qualifications attainable only through the medium of a well-rounded college education.[4]

Several colleges and universities had been training secretaries since the early 1900s. (See page 81). When Maude Gray made her study in 1929, she reported that

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[1]Virts, "The Collegiate Secretarial Science Curriculum," p. 61.

[2]*Ibid.*, p. 69.

[3]*Ibid.*, p. 63.

[4]Sallalee P. Hart, "Collegiate Secretarial Training" (unpublished Master of Science in Education thesis, University of Southern California, 1938), p. 4.

> the four-year course of collegiate study in Secretarial Science is a relatively new development in the field of business education. . . . Enrollment is small in these courses.[1]

Magdalen E. Soisson's study of 298 college and university catalogues in 1931 revealed only 44 institutions offering a secretarial curriculum.[2] However, during the '30s a greater interest developed on the part of universities to train secretaries to satisfy businessman's desire for the college-trained secretary.[3] Since women no longer looked upon marriage as the only career open to them, the colleges and universities felt obliged to provide their graduates with the training necessary to obtain a position after graduation. These schools, too, believed that neither the high schools nor the business colleges provided the broad training demanded of secretaries. The colleges furnished better-trained secretaries with a broader knowledge and greater capacity for growth and advancement. Their graduates were able to adapt better to any type of business in which they found employment. They also hoped to dignify the secretarial profession and thus provide greater social and monetary advantages.[4] In 1932, 92 colleges and universities offered a special

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[1]Maude Trump Gray, "The Need of Four Years of Collegiate Training for Secretarial and Clerical Service" (unpublished Master of Science thesis, Oklahoma Agriculture and Mechanical College, 1929), p. 67.

[2]Magdalen E. Soisson, "Secretarial Curriculum in Colleges and Universities" (unpublished Master's thesis, New York University, 1931).

[3]Nichols, Commercial Education in the High Schools, pp. 316-17.

[4]Lawrence, "Some Recent Developments in Secretarial Training," p. 188.

secretarial science curriculum, and 232 offered at least one or more courses in that area.[1]

With the increased interest in the secretarial position at all educational levels, more books regarding the position and the necessary training appeared on the market. Prior to 1922, Arthur Church "searched the catalogues of one of the largest libraries in the United States without finding a line about the secretary or his duties."[2] This prompted him to write what might be considered one of the first books devoted to the secretary and his duties entitled The Training of A Secretary, published by J. B. Lippincott Company in 1922. Although it was written primarily with the male secretary in mind, Church acknowledged the increasing importance of women in the position.

In 1921 The Century Company published Edward Kilduff's book, The Private Secretary--His Duties and Opportunities. Kilduff and Church evidently worked on their books about the same time.

In 1925 Gregg Publishing Company published the first known instructional text on Secretarial Studies by Rupert P. SoRelle and John Robert Gregg. It was intended for use in high schools, business schools, and colleges. The advertisement for the text made a point of distinguishing between a secretary and stenographer indicating that

> . . . there is a world of difference between the meaning of 'stenographer' and 'secretary' and this difference in meaning

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[1] U.S., Department of the Interior, Office of Education, "Collegiate Courses in Secretarial Science, 1932," by J. O. Malott, Circular No. 102 (Washington, D.C.: Government Printing Office, June, 1933), p. 1.

[2] Church, The Training of a Secretary, p. 11.

is now clearly understood by the business man; the use of the term 'secretary' makes him expect more.[1]

In addition, the advertisement specifically defined each position:

A stenographer takes dictation and transcribes it. In fact, a stenographer is merely a beginning. A stenographer is one who has learned the foundational subjects, shorthand and typewriting, and needs only the superstructure of secretarial technique to become a secretary. The difference in earning power, the opportunity for interesting, creative work and the greater chance for promotion, all make secretarial work more desirable. A stenographer works under direction. It is distinctly worth while to become a secretary in all the term implies.

A secretary also takes dictation and transcribes it, but this is only the 'starting' point. Shorthand and typewriting are the tools of his trade; what he has above the neck, and the training he has received in secretarial technique determine very largely his value beyond that point. Definite training for secretarial service puts him into the upper reaches of distinctive achievement. A real secretary comes very close to being in the executive class. The secretary runs largely on his own motive power.[2]

After making this definite distinction between the two positions and extolling the values and advantages of the secretarial position, the advertisement melds the two positions into one by stating that "the course in Secretarial Studies will enable you to turn out finished stenographic secretaries."[3]

By 1931, the advertisement for this same text acknowledged that

mere skill in shorthand and typewriting fundamentally basic, will no longer fill the bill. . . . New secretarial techniques have been developing requiring new knowledges and new skills. The secretary of today must have a broader knowledge of the

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[1]Advertisement for Secretarial Studies, The Gregg Writer, XXVII (May, 1925), vii.

[2]Ibid.

[3]Ibid.

> business structure and business practice--their purpose, how they function, and how she functions in relation to them.
>
> This course completes the technical secretarial equipment. It enables secretarial students to meet the new conditions adequately.[1]

Although Rufus and Blanche Stickney's book was entitled Office and Secretarial Training, a closer examination of its contents revealed that the material covered specific, routine tasks similar to those identified in the Charters and Whitley study which were applicable to any office employee.[2]

According to Stella Center and Max Herzberg in their text, Secretarial Procedure, the "popular conception [in 1929] of the duties of a secretary centers around the business of letter-writing."[3] Therefore, the major thesis on which their book was written was the "increasing significance of the secretary as the officer of communications."[4] Since letter writing was the primary duty of the stenographer, it was no wonder that it was so difficult to distinguish between the two positions.

The cover of The Gregg Writer from 1924 until the title was changed to Today's Secretary in 1950, indicated that it was "a magazine for 'Secretaries, Stenographers and Typists,'"[5] However, almost all the articles in every issue were concerned with shorthand and typewriting.

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[1]Advertisement, The Gregg Writer, XXXIII (April, 1931), xi.

[2]Stickney and Stickney, Office and Secretarial Training.

[3]Center and Herzberg, Secretarial Procedure, p. 4.

[4]Ibid., p. iv.

[5]The Gregg Writer, XXVII - LI (1924-1949), Cover.

The reportorial profession was the topic of a few articles, but only occasionally did an article appear regarding the secretarial position, per se. Again, there was a definite emphasis on only stenographic skills in relation to the secretarial position.

In 1932, The Private Secretary's Manual by Bernice Turner was published by Prentice-Hall.[1] Containing both specific information on routine duties and general secretarial knowledge, the text was designed as a reference for both secretaries and their employers. The Manual was revised and updated in 1940; by 1945, it was in its fifteenth printing. Evidently it was a popular and valuable book. It seemed, too, to approach more nearly the idea of a bona fide secretary even though there was still a heavy emphasis on routine duties.

With the major emphasis in both educational institutions and literature on shorthand, typewriting, and other routine office duties and the fusion of the two terms in referring to secretarial studies, the confusion between the two terms was understandable. Many businessmen really didn't know the difference. They were mainly interested in getting their work completed efficiently. It made no difference to them whether a girl called herself a stenographer or a secretary.[2]

Profession or Stepping Stone

The secretarial position was a responsible post to which competent stenographers were promoted. On this point all the authors,

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[1] Bernice C. Turner, The Private Secretary's Manual, rev. ed. (New York: Prentice-Hall, Inc., 1945).

[2] Lee, "The Making of a Secretary," p. 2.

secretaries, and employers seemed to agree. However, there was a difference of opinion as to whether the position was a profession in its own right, an ultimate goal, or a stepping stone to other careers in business. Breckinridge, in the early '30s, indicated that

> the idea that a girl with a knowledge of stenography and bookkeeping entering a subordinate office position has a chance to rise to a position of responsibility is said to be becoming out of date.[1]

A description of secretarial work in Women in 1923 substantiated the idea that it was a profession in itself.

> Secretarial work is a profession in itself. The current idea that it is a stepping stone is false. Nine out of ten who start as secretaries end as secretaries.[2]

Elizabeth Adams intimated that secretarial work might be a good approach to management positions, but stated that the secretary, although she had responsibility of a sort, was primarily a "detail" rather than "idea executive." She had no final responsibility and limited independence.[3] Adams believed that women, on the whole, were better fitted to be secretaries than executives.

> Women who are detail-minded and quicker to anticipate and carry out the ideas of others than they are to think for themselves are better fitted to be secretaries than they are to be managers or research workers.[4]

According to the National Committee of the Bureau of Occupations, "private secretaries can rarely expect advances in rank."[5]

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[1]Breckinridge, Women in the 20th Century, p. 175.

[2]Clarke, Women of 1923, p. 138.

[3]Adams, Women Professional Workers, pp. 228-29.

[4]Ibid.

[5]Bulletin, National Committee of Bureaus of Occupations, p. 9.

Genevieve Gildersleeve also believed that the secretarial position was an end in itself, rather than a means to more independent positions. The very nature of secretarial work, that of subjugation, did not foster the development of courage and self-reliance, both of which were important for rising above a subordinate position. "The secretary develops an obedient and slavish type of mind rather than a vigorous and constructive one."[1] In addition, an employer whose efficiency was greatly enhanced by a capable, indispensable secretary was not apt to recommend her for promotion to an independent position for fear of crippling or inconveniencing himself.[2]

> Ninety-nine chances out of a hundred if you start out as a secretary you will end as one. Secretarial work is a profession in itself; only in the exceptional case is it a stepping stone.[3]

Although there were some instances of secretarial work leading to other positions,

> it is a great mistake for girls in general to go into secretarial work thinking they will stay in it only a little while and then go on to something larger. Secretarial work should be considered a profession, should be prepared for in the same way and entered with the idea of remaining in it at least a fair length of time.[4]

Women secretaries, themselves, did not consider the secretarial position a means to another, possibly executive, position. In a survey

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[1]Gildersleeve, "The Private Secretary," p. 3.

[2]Ibid.

[3]Ibid., p. 4.

[4]Bulletin, National Committee of Bureaus of Occupations, p. 9.

in the late '20s, only one-fifth of the female secretaries believed their present secretarial positions would lead to an executive position.[1]

However, the college girl was advised that secretarial work could be an entering wedge for the development of her real talents. Secretarial work was closely related to administrative, promotional, and creative activities.[2] In addition, it was believed that the secretarial position was the best way for a woman to learn all about a business in order to assume an executive position in the firm.

> Secretarial work is the direct route to the executive job, for it puts the girl in a strategic position to learn the business. Positions such as office or sales managers, supervisors, personnel directors, and editors are being filled from secretarial positions. The special secretary can reach an executive position, provided she has the initiative and training and willingness to work hard.[3]

A few women, after gaining experience and business knowledge as secretaries, moved into prominent positions in all fields of business. One of these was Pearl A. Powers who served as private secretary to the president of Chicago West Park Board until 1922. She was chosen as one of ten Chicago business women to go to France with the first Good Will Delegation under the auspices of the American Committee for Devastated France. On her return, she entered the insurance business, and by 1931 was recognized as "one of the foremost insurance women of the country."[4]

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[1]Coyle, "Women in the Clerical Occupations," p. 185.

[2]"The College Woman and Secretarial Work," pp. 557-58.

[3]Dubuc, "Secretarial Specialists," p. 54.

[4]"Former Secretary Makes Success in Insurance," The Gregg Writer, XXXIII (March, 1931), 319-20.

Another example of achievement was Miss Anna Pollmann who was secretary for eight and a half years and then was appointed (after passing the Civil Service examination) one of the official reporters to the Grand Jury for the Southern District of New York. Five years and another Civil Service examination later, she was appointed to the Appellate Division of the New York Supreme Court--the first woman to receive such a position.[1]

Some enterprising secretaries, after gaining experience and confidence working for someone else, went into business for themselves. Public stenography, primarily in hotels, was the chief means of establishing an independent business; but one ambitious secretary in a Western city opened a secretarial service. She provided office space for businessmen as well as equipment, mail, telephone, and receptionist services. The secret of this successful secretarial service laid in the owner's intense interest in her clients and the pleasure she obtained from helping them.[2]

Secretarial positions to men in public office, more often considered stepping stones for men, were careers in themselves for women. By the '20s more and more women were hired as secretaries to high-level Government officials. In July, 1924, Miss Gabrielle M. A. Paquin accepted a stenographic position with the State Department. She later

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[1]"The First Woman Supreme Court Reporter in New York," The Gregg Writer, XXXIV (October, 1931), 52.

[2]Estella M. Place, "A New Secretarial Service," Saturday Evening Post, November 19, 1927, p. 210.

secured the "desirable position" as secretary to the American legation in Vienna.[1]

Even though women were at a disadvantage as secretaries to senators because they were not allowed in the cloakroom or on the floor of the Senate, a few women were secretaries to Senators. "Young Bob" La Follete's wife served as his secretary, and Senator Gore from Oklahoma also chose a female secretary.[2]

Mrs. Herbert Hoover's secretary was Miss Mildred Hall who started her career with Mrs. Hoover when her husband was Secretary of Commerce. Miss Hall's temporary appointment soon became permanent, and she worked with Mrs. Hoover for many years even accompanying her on her travels.[3]

Josephine Sterling was a member of John Nance Garner's secretarial staff when he was elected vice president in 1932. She became his secretarial assistant when he took office in 1933.[4] In addition to Miss Sterling, Mrs. John Nance Garner also served as secretary to the vice president.[5]

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[1] "Appointed to Vienna," The Gregg Writer, XXVII (February, 1925), 283.

[2] Paul DeWitt Hasbrouck, "Senator Sorghum's Secretary--At Your Service," The Gregg Writer, XXXIII (February, 1931), 246-47.

[3] "The First Lady's Secretary," The Gregg Writer, XXXIV (November, 1931), 107.

[4] Louis E. Reichard, "The Girl on the Magic Carpet," The Gregg Writer, XXXV (March, 1933), 325-26.

[5] Jean E. Douglas, "His Honor's Secretary," The Independent Woman, XVIII (July, 1939), 205.

General Hugh S. Johnson called his "right-hand woman," Frances M. Robinson, his "manager." She worked with him constantly, performing every possible function from seeing that he ate properly to supplying important details unobtrusively during press conferences. "She sees all, hears all, knows all--tells nothing."[1]

By 1940, 23 senators and 7 cabinet members employed female secretaries, all of whom had previous experience or training in government, history, or research work.[2] The leader of all Washington secretaries was Marguerite "Missy" Lehand, "personal, superconfidential" secretary to President Roosevelt. She started working for him in 1920 when he was campaigning for vice president, and was still with him in 1940. She handled all his correspondence, made appointments, and dismissed any callers who might monopolize his time.[3]

In spite of the fact that a few women entered other positions in business through the secretarial position, for the majority, the secretarial position was an ultimate goal--a career in itself. As such, the position received national recognition in 1932 when an "Ideal Secretary" was selected by Harry Krusz, national secretary of the United States Junior Chamber of Commerce, for Alpha Iota Sorority, national collegiate business women's organization (see page 147). Miss Katharine L. Kramer, secretary to the head of the Washington branch of the

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[1]"Vigilant Vaults of Sacred Facts," p. 34.

[2]"Supply and Demand in the Field of Stenographic Service," School and Society, April 27, 1940, p. 538.

[3]"Vigilant Vaults of Sacred Facts," p. 34. See also: Doris Fleeson, "Missy--To Do This," The Saturday Evening Post, January 8, 1938, pp. 8-9.

American Nautical Academy, was selected as the "ideal" on the basis of her appearance and efficiency.[1]

In 1930, Jane Galbraith brought further recognition to the position by claiming to be the first "flying secretary." As secretary to the president of an aviation company, she accompanied him from New York to South America to inaugurate a new airline. In doing so she took dictation while flying over 12 different countries and transcribed the letters on a portable typewriter resting on her lap.[2]

Secretarial Salaries

Businessmen in the '20s tended to pay women commensurate with the work they performed. More and more executives were aware of the monetary value of the women who took over their correspondence and were discreet enough to handle confidential matters.[3] In 1924, the average yearly salary for trained secretaries was between $1,500 and $2,500.[4] According to Arthur Church, private secretaries in business in the early '20s were likely to receive between $5,000 and $10,000 depending entirely on the value the employer placed on his secretary's services which, of course, was extremely variable. As a general rule, the large corporations paid higher salaries than the Government where positions were

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[1]"The Ideal Secretary," The Gregg Writer, XXXIV (March, 1932), 316.

[2]"Jane Galbraith--Who Flies Through Her Work," The Gregg Writer, XXXIII (October, 1930), 86.

[3]Armstrong, "Merely a Stenographer," p. 132.

[4]Peirce, Vocations for Women, p. 111.

more clearly defined and where the use of initiative was not allowed to the same extent as in private industry.[1]

The Legislative Act of 1929 increased salaries of the senators' secretaries to $3,900,[2] but in 1939 high-level Washington secretaries earned up to $5,000.[3] Frances Robinson received $6,000.[4] The difference between the amount allowed by the Government and the salary actually received was paid by the senator himself.

The median monthly salary of 1,893 secretaries in 1931-32 was $156. The majority, 82 per cent, earned $125 a month or more. Experience and length of service had a definite affect on salary. Secretaries with 10 to 14 years' experience earned over $100 a month and about 25 per cent earned $150 or more.[5] In 1931 in New York (New York paid top wages.) ordinary women secretaries earned from $30 to $60 a week.[6]

In 1932, the Merchants' Association of New York surveyed clerical workers in banks, advertising agencies, and insurance companies. The secretarial position was sufficiently recognized at that time to be reported separately. Thirty-two companies reported their secretaries'

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[1]Church, The Training of a Secretary, p. 167.

[2]Hasbrouck, "Senator Sorghum's Secretary," p. 246.

[3]Douglas, "His Honor's Secretary," p. 205.

[4]"Vigilant Vaults of Sacred Facts," p. 34.

[5]"Employment of Women in Clerical Work," Monthly Labor Review, XL (May, 1935), 1229.

[6]"Women in Business, I," p. 55.

salaries. They ranged from a minimum average of $116.50 a month to a maximum average of $201.39 a month.[1]

A super-secretary, in 1934-35, could earn up to $6,000 a year, but the ordinary secretary's salary had dropped to $25 to $35 a week.[2]

In May, 1937, the average secretarial salary was $31.28 a week. The majority of the female secretaries were still in the $25 to $35 category.[3] In a survey of New York office workers in 1938, stenographers and secretaries were also grouped together. The average weekly salary was $30.37 with a range of $14 to $96.15.[4] On the whole, secretarial salaries were slow to rise. The United States Department of Labor reported that it took 15 years for the median monthly salary to rise from $77 to $149.[5]

Professional Organizations

The 1920-40 period was still devoid of organizations specifically for secretaries. Secretaries in business were welcome to join other business women as members of the Business and Professional Women's Club. (See page 97). In 1930 a national honorary business society, Alpha Iota, was organized in schools offering business training. This organization, too, was a general business society, not specifically for

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[1]"Salaries of Clerical Workers in New York City," Monthly Labor Review, XXXV (July, 1932), 171-72.

[2]"Women in Business, I," p. 85.

[3]"Salaries of Office Workers in New York City," Monthly Labor Review, LXVI (January, 1938), 214-15.

[4]"Salaries of Office Workers in New York City," Monthly Labor Review, LXVII (November, 1938), 1115.

[5]"Women in Business, II," p. 86.

secretaries. In 1932, there were 50 active and 14 alumna chapters located in the leading business colleges in the country.

> The purpose of Alpha Iota is to encourage high scholarship and to foster a spirit of friendship and loyalty among the women students of schools of business training and colleges of commerce.[1]

The girls had to have a 90 per cent average to be eligible for membership.[2]

In the early '30s, the American Institute for Secretaries, an educational corporation, was organized "to be of service to all persons, schools, and business organizations interested in training, or employing, or advising, or directing the work of office secretaries."[3] This was the first known organization established specifically for or about the secretarial position. Its Board of Regents consisted of college presidents, professors, directors of secretarial schools, office managers, and secretaries. Dean T. Lawrence Davis of Boston University College of Practical Arts and Letters served as its president in 1932. A small group of businessmen were directly responsible for the management of the Institute's affairs.[4] However, it was not a professional organization composed of secretaries for secretaries and, evidently, was never very active. No records on the Institute were available at either the Harvard Graduate School or the Boston University Library. According to Mary E. Connelly, Professor Emeritus of Business Education and

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[1]"The Ideal Secretary," p. 316.

[2]*Ibid.*

[3]Nichols, *The Personal Secretary*, p. 8.

[4]*Ibid.*, p. 93.

Secretarial Studies, Boston University, "if there were any records kept by Dean Davis, they were probably destroyed after his death in 1953."[1] Neither Carla Paaske,[2] Boston University, nor Jay W. Miller,[3] prominent business educator on the East Coast, had any knowledge of the organization. It was in conjunction with this Institute, though, that Nichols sought to clarify the meaning of the term "secretary."

In 1938, Executives' Secretaries, Inc. was organized. Membership belonged to a firm which was represented by one of its top secretaries or key women employees. Membership in any chapter was limited to 101 non-competing business and professional companies.[4]

A General View of the 1920-40 Secretary

As mentioned on page 107, the secretary of the '20s was more often thought of as the employer's "other self"; she was an extension of the employer. His thoughts and actions were duplicated in the secretary. She was able to represent him, to speak for him when he was not able to attend meetings or be in the office. Her own personality, thoughts, and ego were subservient to his.

Later in this period, after women had proven their worth in the secretarial position and had monopolized it almost completely, they were

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[1] Letter from Mary E. Connelly, Professor Emeritus of Business Education and Secretarial Studies, Boston University, November 14, 1967.

[2] Letter from Carla Paaske, Professor, Boston University, October 20, 1967.

[3] Letter from Jay W. Miller, President, Goldey Beacom Junior College, Wilmington, Delaware, December 4, 1967.

[4] Maria Jainschigg, "Wanted: Alter Ego," Today's Secretary, LX (April, 1958), 19.

encouraged to assert their own rights, pleasantly, but "in no uncertain terms."[1] Loyalty was certainly considered an admirable and necessary trait, but the secretary should never let the employer get the idea she was a "permanent fixture like the office furniture."[2] "She is obliging and cooperative, but not imposed upon."[3]

On the other hand, although women obtained greater freedom in business by 1940, they were advised "not to be fooled into thinking this isn't a man's world . . . most of us ride to success on masculine approbation."[4] In fact, secretarial success depended to a great extent on the employer's attitude. S. N. Stevens told office managers at the National Office Management Association meeting in Chicago in June, 1937, that

> they had no standard for determining the proficiency level that may reasonably be expected of them [secretaries] and that as a class they [the office managers] have done virtually nothing to develop secretaries after they go to work.[5]

Public opinion regarding women working changed since the beginning of the century. Gainful employment before marriage became more general and was no longer frowned on by parents. Even some well-to-do girls continued to work after they were married.[6]

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[1]Hicks, "Just Between Us Stenogs," p. 196.

[2]Louise Gardner, "Smart Girls Don't . . . ," American Magazine, September, 1939, p. 66.

[3]Clara Savage Littledale, "How To Behave In An Office," Good Housekeeping, September, 1937, p. 100.

[4]Gardner, "Smart Girls Don't . . . ," p. 66.

[5]"Defends Secretaries," Business Week, June 19, 1937, p. 37.

[6]Grace Abbott, "The Changing Position of Women," p. 267.

> Some of the well-to-do college-trained girls have been quick to discover that society as a profession offered only the pursuit of happiness, not happiness, and they are turning to a business or professional career to test their training and their capacity. Thus gradually the social barriers to employment are being removed and the girl who undertakes to earn her own livlihood does not have to drop down into a lower social level.[1]

However, objections still existed to married women working. Gallup and Fortune polls in 1936 and a Gallup poll in 1939 indicated that 82 per cent, 85 per cent, and 79 per cent, respectively, were opposed to married women working. A National Industrial Conference Board study in 1936 revealed that 40 per cent of the 484 firms surveyed discriminated against married women.[2]

Women over 30, even though experienced, had difficulty finding jobs. When business improved after the depression, employers requested workers between the ages of 20 and 30 with some experience. Since these girls were already employed, firms were forced to hire either experienced workers over 30 or inexperienced workers under 20. The latter was usually preferred.[3]

The typical female secretary of the 1920-40 period was single, in her early 20's, and worked for a relatively low salary.[4] By 1940, much more emphasis was placed on personal appearance and personality than earlier in the period. Office managers agreed that the secretary

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[1] Ibid., p. 270.

[2] Recknagel, "Women in White-Collar Jobs," p. 149.

[3] "White Collar Jobs," Business Week, May 16, 1936, p. 19.

[4] Edwards, "The 'White-Collar Workers,'" p. 503.

who not only had technical skills, but also the ability to get along with others was particularly valuable.[1]

> A secretarial position can be filled adequately only by a young woman capable of performing services requiring special knowledge and skill. Ability plus personality is what we look for when we engage a secretary.[2]

According to Adah Peirce, "personality was more important than skill."[3] In addition, businessmen seemed to prefer a conservative rather than an "ultra" young women; "culture" was a common requisite.

> The secretarial position requires cultural background, initiative, poise, and managerial ability, as well as an extensive knowledge of the pervasive practices and procedures of business. These qualities can best be acquired through a broad and extended college education.[4]

The bona fide secretary was most apt to have attended college and preferably had a degree. It was fairly well recognized that anyone who expected to work into positions which involved any amount of responsibility needed college training.[5] Most businessmen specified a college education in their requirements for a secretary.[6] College graduates were believed to have better-disciplined minds and the ability to grasp

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[1]"Defends Secretaries," p. 38. See also: Hart, "Collegiate Secretarial Training," p. 81.

[2]Dubuc, "Secretarial Specialists," p. 198.

[3]Peirce, <u>Vocations For Women</u>, p. 110.

[4]Hart, "Collegiate Secretarial Training," pp. 37-38.

[5]Peirce, <u>Vocations For Women</u>, p. 109.

[6]Dubuc, "Secretarial Specialists," p. 54. See also: Elizabeth Ragan, "One Secretary As Per Specifications," <u>Saturday Evening Post</u>, December, 1931, p. 10.

significant details more easily than girls with only a high school education. In addition, college graduates were more mature.[1]

However, Maude Gray's study of Oklahoma firms revealed that

> the businessmen do not think of a stenographer as a college woman but as the product of the business college, commercial high school, or both. Most employed high school or business school graduates.[2]

Since prospective secretaries were placed in stenographic positions first, it was difficult to determine how businessmen expected to have college-trained secretaries when they hired high-school-trained stenographers.

There was no doubt about the importance of the secretary to every business and government office. Authors and businessmen attested to that again and again. Women secretaries created for themselves positions of respect and power. Two such influential secretaries were Miss Taylor, secretary to the president of a biscuit manufacturing company, and Miss Steward, secretary to the most important partner of a prominent Wall Street law firm. They and other important secretaries in the '30s achieved their positions not so much because they mastered business, but because they mastered the art of being invaluable to the men for whom they worked.[3]

The secretary's value and importance was aptly described in Feather's comparison of her to James M. Barrie's famous character, the Admirable Crichton.

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[1]Dubuc, "Secretarial Specialists," p. 198.

[2]Gray, "The Need of Four Years of Collegiate Training," pp. 29-30.

[3]"Women in Business, II," p. 86.

> Hearing all yet hearing nothing, seeing all yet seeing nothing, knowing all yet knowing nothing, the ideal secretary has become a counterpart of the Admirable Crichton. Impersonal, inscrutable, efficient, and dignified, she is indispensable.[1]

As business became increasingly complex, the secretary's duties also increased and became more complex.[2] The biggest problem businessmen had was finding a qualified person to fill the secretarial position satisfactorily.

The key to a secretary's success and usefulness

> . . . lies in how she can assume responsibility--knowing the man she works for, knowing what he wants done, knowing how he wants it done--how she can do it just that way before she is asked to do it. . . . Age is the most immaterial of factors compared with experience, contacts, and education.[3]

Secretaries were expected to know something about everything!

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[1]William Feather, "Secretary," The American Mercury, December, 1929, p. 463.

[2]Report of the National Conference on Secretarial Training, p. 7.

[3]Douglas, "His Honor's Secretary," pp. 205-6.

CHAPTER V

THE SECRETARIAL POSITION 1940-1967

The year 1940 might be considered a turning point for the secretarial position. In that year the United States Census recognized secretaries by mentioning them for the first time in the Census classification. The first edition of the Dictionary of Occupational Titles (1939) listed and defined the position. The first organization of and for secretaries only was organized shortly after 1940.

The confusion and misunderstanding surrounding the term, "secretary," continued into the 1940-1967 period. It became

> . . . an all-inclusive term often used indiscriminately to mean all kinds of office workers. In the public mind it was often confused with the clerk, typist or stenographer whose work calls for well-defined skills, but whose duties on the whole are usually assigned and routine involving only elementary personal decisions and responsibilities.[1]

However, career literature on secretaryship steadfastly described the secretary as

> . . . a confidential employee intrusted with the task of assuming responsibility for all possible detail work and many minor executive functions, of serving as a buffer between employer and the public and often of filling the employer's place in his regular business and in many of the public activities.[2]

According to Elgie Purvis, the secretary, as distinguished from the stenographer, could be definitely identified by the following points:

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[1] Purvis, Secretaryship As a Career Field, p. 7.

[2] Ibid.

1. A closer personal contact with the employer and a knowledge of the business secrets.

2. A decrease in the time spent typewriting or performing stenographic duties.

3. An increased reliance upon personal initiative, judgment, and knowledge of business.

4. The ability to direct and supervise clerical workers.

5. The taking of responsibility for carrying out the most important details and assuming many minor administrative duties.[1]

The confusion persisted in the textbooks also. For example, The Secretary's Handbook by Sarah Augusta Taintor and Kate M. Monro was a manual of correct usage dealing exclusively with basic skill information--English, spelling, letter writing, and filing.[2]

In the late '50s Irene Place indicated that the term still described "a number of positions as well as a range of occupations from the neophyte stenographer-secretary to the executive secretary."[3] By the '60s, the term, "stenographer," had practically disappeared--everyone was a "secretary." The confusion continued, though, in relation to levels of secretarial work--secretary, executive secretary, and administrative assistant.

The Secretarial Position in the '40s

Prior to World War II, experience was still an important factor in obtaining a secretarial position.

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[1] Ibid.

[2] Sarah Augusta Taintor and Kate M. Monro, The Secretary's Handbook (New York: The Macmillan Company, 1941).

[3] Irene Place, "Secretarial Work in 1959," Business Education Forum, XIII (February, 1959), 11.

> The successful secretary is the one who begins in a job for which she is thoroughly prepared and then works toward the one she has set as her goal. For that reason you will find the stenographic job frequently referred to in this book for almost invariably it is a step toward a secretarial job.[1]

> In nine cases out of ten, the first step in getting a secretarial job is to get a stenographic job.[2]

At that time, secretarial positions were at a premium. Office managers could expect efficiency, ability, and conscientious endeavor from secretaries or they could easily replace them. Employees took their jobs seriously.

However, World War II changed the employment picture. Even clerks and typists were hard to find. After a stenographer worked for only six months, she was considered experienced, and if her work was at all acceptable, she was soon classified as a "secretary." Office discipline was extremely lax; many employees came to work only when they felt like it. For the girl who was conscientious, neat, and accurate, there were tremendous opportunities for advancement, but these girls were difficult to locate.[3] World War II, increased business economy, and more complex business operations combined to increase the demand for more competent secretaries.

To fill this demand, high school students with stenographic training were hired as "secretaries." Most employers seemed to think that any kind of help was better than none at all; but they were quick

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[1]Louise Hollister Scott and Elizabeth Carson Belcher, <u>How To Get A Secretarial Job</u> (New York: Harper and Brothers Publishers, 1942), pp. 1-2.

[2]<u>Ibid</u>., p. 76.

[3]Eileen Hudson, "Office Freshman--Wartime Model," <u>Independent Woman</u>, XXII (September, 1943), 266, 283.

to complain that "secretaries" "can't read, follow language sense, spell, edit, or punctuate, won't undertake difficult jobs, dodge routine duties, and lack concern for the employer."[1] In general, employers seemed to agree that

> the amount and quality of work currently dispatched by secretaries is in decided contrast to prewar performance. Valuable time is being consumed on the part of executives because competent assistance is lacking.[2]

Transcription supervisors questioned about "secretarial graduates" unanimously agreed that they were "less equipped, less interested, and less capable than those of a decade ago."[3] This indicated, again, the confusion and misunderstanding between the terms, "stenographer" and "secretary," because no study of the secretarial position showed that secretaries were supervised by transcription supervisors. Secretaries were more apt to supervise. Hence, the secretary and the stenographer continued to be thought of as the same by employers. Part of the difficulty probably stemmed from the fact that few high school students received sufficient training to assume the varied duties of secretaries.[4]

In the late '40s, a secretary was the central character in several movies and television shows, such as "My Friend Irma," with

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[1]Harvey Truselle, "Are Secretarial Beginners Worse?" Business Education World, XXVIII (September, 1947), 35.

[2]Fred Cole, "How Business Colleges Meet the Demand for Better Secretaries," Balance Sheet, XXIX (February, 1948), 266.

[3]Truselle, "Are Secretarial Beginners Worse?" p. 36.

[4]Cole, "How Business Colleges Meet the Demand for Better Secretaries," p. 266.

Marie Wilson; "Maisie" with Ann Southern; and the movie, "My Dear Secretary," with Laraine Day. Although these shows were highly entertaining, they presented an unrealistic, perhaps even damaging picture of the bona fide secretary.[1]

The increased demand for office workers, resulting in lower standards for prospective secretaries and general laxity in the offices, caused a decline in the prestige of the secretarial position.

The Secretarial Position in the '50s

The prestige of secretarial work and educational standards continued to decline in the '50s. Employees were often hired primarily on the basis of appearance. It was an era of the "purely decorative office worker." Anyone who applied for a job could obtain it provided she was attractive.[2] "Any run-of-the-mill stenographer, if she was pretty enough, could hire herself out as a secretary."[3] With other avenues of work now available to women, the more capable, intelligent girls were driven away from secretarial work. Many college girls were reluctant to be pigeonholed as a secretary. They considered secretarial work

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[1] Anne Morehead, "Lady of the Notebook," Independent Woman, XXVII (April, 1948), 107.

[2] "Now It's the Boss Who Has to Have Good References," Saturday Evening Post, October 3, 1959, p. 10. See also: Ragan, "One Secretary As Per Specifications," pp. 10, 110-11.

[3] "How To Pick A Secretary," Business Week, March 15, 1952, p. 55.

demeaning and unchallenging.[1] "Almost no girl wanted to remain 'just a secretary.'"[2]

In an effort to attract more capable girls into secretarial careers, vocational counselors encouraged college students to use secretarial work as a "wedge" to obtain executive or semi-executive positions.[3] According to Louise Scott and Elizabeth Belcher, "the stenographic-secretarial approach is the best method for getting started in the field of your choice."[4]

> A secretarial position is a well-recognized stepping stone to higher positions of trust and responsibility. There are few other positions where a person may gain such thorough knowledge of the business operation of an organization.[5]

Secretarial work was losing its glamour and prestige. Too many routine stenographic and clerical jobs were labeled "secretarial" thus giving the bona fide, top-level positions a reputation of being uninteresting and deadening.[6]

The declining prestige and status of the secretarial position resulted in many attempts to identify a bona fide secretary and upgrade

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[1]Roger Ricklefs, "Take A Letter . . . ," The Wall Street Journal, November 16, 1965, p. 1.

[2]Shephard Mead, "Analysis of the Genus Secretaries," New York Times Magazine, April 22, 1956, p. 19. See also: David Klein, "The State of the Secretary," Seventeen, March, 1966, p. 228.

[3]Esther Becker, "You'll Never Have It So Good," Today's Secretary, LXVI (October, 1963), 30.

[4]Scott and Belcher, How To Get a Secretarial Job, p. 4.

[5]Chronicle Occupational Briefs, p. 4.

[6]Irene Place, "CPS and the National Secretaries Association," Journal of Business Education, XXVII (January, 1952), 211.

the position. One of the major goals of the National Secretaries Association was to define more clearly the status of secretarial work in business and to establish a differentiation between stenographic and secretarial work.[1] To achieve this goal, the Association sponsored the Certified Professional Secretary Examination. (See page 196).

Many of the attempts to identify the secretarial position took the form of surveys and studies. Sister Eleanor sought to specify "Secretarial Duties and Traits," in 1950, by contacting employers to determine desirable and undesirable secretarial traits. She also contacted secretaries to determine the types of functions they performed.[2] Mary Virginia Moore's study, "The Secretary's Responsibilities and Understandings Related to the Areas of Economics and Business Administration," concluded that top-level secretaries had a wide variety of responsibilities in those areas and that a complete understanding of the major functions of their company and the lines of authority within it were prerequisite for a top-level secretary.[3]

Nelda Lawrence[4] approached the identification of high-level secretaries from the standpoint of communications, while Virginia Casebier

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[1] Irene Place, "CPS and the National Secretaries Association," p. 209.

[2] Sister Eleanor, "Secretarial Duties and Traits--1950," Business Education World, XXXI (February, 1951), 294-96.

[3] Mary Virginia Moore, "The Secretary's Responsibilities and Understandings Related to the Areas of Economics and Business Administration" (unpublished Ph.D. dissertation, Ohio State University, 1953).

[4] Nelda R. Lawrence, "A Study to Determine the Amount and Kinds of Non-dictated Business Writing Done by High-Level Secretaries in the United States" (unpublished Ph.D. dissertation, University of Houston, 1953).

conducted a time study of Chicago secretaries.[1] Bonnie Lockwood surveyed the first Certified Professional Secretary Examination candidates to identify the distinguishing characteristics of those who became certified.[2]

Eugene Kosy also attempted to identify the requirements for private secretaries by using the critical incident technique with both employers and secretaries. His study added no new duties to those already compiled in previous studies, but it identified adeptness in human relations, letter writing skill, supervisory ability, responsibility, and initiative as characteristics requisite for secretarial success.[3] The typical private secretary in his study had obtained some training beyond high school. She was mature--36 years of age or older--married, and had at least six years' experience.[4]

While analysts attempted to identify the bona fide secretary, employers lamented that it was so difficult to find capable secretaries. They desired traits such as loyalty to the organization, the ambition to master a job completely, flexibility, and willingness to do whatever

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[1]Virginia Casebier, "A Time Study of Activities and Responsibilities of Secretaries With Implications for the Training of Prospective Secretaries" (unpublished Ph.D. dissertation, Northwestern University, 1957).

[2]Bonnie Lockwood, "A Study of the Characteristics and Duties of the Certified Professional Secretaries" (unpublished Ph.D. dissertation, University of Pittsburgh, 1954).

[3]Eugene Kosy, "The Critical Requirements for Private Secretaries Based on Analysis of Critical Incidents" (unpublished Ph.D. dissertation, University of Wisconsin, 1959), pp. 146-48.

[4]*Ibid.*, pp. 90-96.

needed to be done.[1] Desirable personal traits such as accuracy, judgment, adaptability, pleasing personality, tact, discretion, poise, and courtesy were also requested.[2] The "right" secretary was described as a

> . . . dedicated person who believes in the process of thought as a productive way of life. Good common sense, planning, clear thinking, ingenuity and creativeness in adapting to daily situations permits her to keep up to date.[3]

Louis Schramm's recipe for an ideal secretary was very similar.

> Take one attractive girl. Add a full measure of intelligence, charm and efficiency. Sprinkle with responsibility and initiative. Fortify with patience and good humor, blend carefully to preserve all ingredients.[4]

Adaptability, versatility, and ability to take the employer's place were emphasized repeatedly as qualifications indicative of the secretary in the true sense of the term.[5] According to J. D. Silberman, resourcefulness made the difference between a stenographer and a secretary who could be entrusted with responsibility and authority. However, he considered it the secretary's responsibility

> . . . to make her boss aware of her capabilities in their broadest sense by bringing to her job all the talent and resourcefulness at her command, by using her initiative and

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[1]Lucy Graves Mayo, "The Secretary Acts," _Today's Secretary_, LXI (February, 1959), 21.

[2]Agnes Pearson Cooper, "So You Want To Be A Secretary," _Journal of Business Education_, XXVIII (October, 1952), 19. See also: "Letter to Georgia," _Today's Secretary_, LXI (September, 1958), 38.

[3]Harold B. Schmidhauser, "The Search for the 'Right' Secretary," _Today's Secretary_, LVIX (June, 1957), 13.

[4]Louis Schramm, Jr., "Tact: A Basic Ingredient," _Today's Secretary_, LVIX (May, 1957), 5.

[5]Duncan Macrae, "Adaptability--Mark of a Good Secretary," _Today's Secretary_, LVIX (February, 1957), 10. See also: A. W. Barber, "What Makes a Good Secretary," _Today's Secretary_, LVIX (April, 1957), 9.

> good common sense, by using the full powers and creativity she possesses. . . . Her role in business . . . [is] a function that fulfills a responsible, important and necessary place in the growth, welfare and prosperity of her firm.[1]

Other writers also indicated the secretary's part in developing a satisfactory working relationship.

> The most successful and admired secretary finds that happy balance of active initiative that does not overstep into the realm of aggressiveness. She achieves through politeness and friendliness, an excellent working relationship with her boss' other employees and business associates.[2]

> A good secretary is also a good manager who has the ability to appreciate the importance and timeliness of her separate responsibilities.[3]

Employers, although they recognized the value of a "top-notch" secretary, often did not utilize her qualifications to the fullest extent. They were told that a top-level secretary

> . . . should know at least as much about many of the details of your personal business as your wife. She's better qualified to handle them since she's directly involved with the business world. . . . Executives forget that today's secretary is competent far beyond the routine duties of taking dictation and keeping an appointment book. The really top secretary most executives have is trained to do everything from conducting interviews to drawing legal papers and keeping records of security transactions.[4]

As in the two previous periods, "the good secretary is virtually always the indispensable person in any government, business or

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[1] J. D. Silberman, "Resourcefulness--Acid Test of a Good Secretary," Today's Secretary, LVIX (January, 1957), 7.

[2] "Views From the Front Office on Initiative," Today's Secretary, LX (November, 1957), 13.

[3] "Views From the Front Office on Co-operation," Today's Secretary, LX (January, 1958), p. 13.

[4] "Personal Business," Business Week, July 24, 1954, pp. 127-28.

educational organization."[1] But, according to Alan Lloyd, about "one-fourth of 1957 secretaries have outgrown the traditional definition of 'secretary.'"[2]

> The 1956 secretary is a competent business woman. Not a clerk, not a Steno, upgraded. She is a business woman who shares in the making and carrying out of executive decisions.[3]

He compared this description with a previous concept of a secretary which he defined as one who managed correspondence, took dictation at 80-100 words a minute, typed at 50 words a minute, filed and performed odd chores, ran a duplicator, and managed the telephone.[4] However, his "previous concept" of a "secretary" more nearly approximated that of the stenographer. Basically, the secretarial position had not changed. The continued misuse of the term caused the confusion and misunderstanding of the position.

To add to the confusion, different levels of secretarial work started developing in the late '50s. Alan Lloyd even included clerk and stenographic positions in his classifications: (1) correspondence clerk, (2) stenographer, (3) general secretary, (4) private secretary, (5) executive secretary.[5]

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[1]Fred L. Cole, "Opportunities for Well-Trained Secretaries," Journal of Business Education, XXIV (June, 1948), 19. See also: Carol Raymond, "12 Steps to Secretarial Success," National Business Woman, XXXV (November, 1956), 14.

[2]Alan C. Lloyd, "New Secretarial Opportunities," American Business Education, XIV (December, 1957), 75.

[3]Ibid., p. 76.

[4]Ibid., p. 75.

[5]Ibid., p. 76.

Lucille Stegmiller divided secretaries into three groups:

1. The administrative assistants, who like variety and responsibility.

2. The efficient utility workers, who are happy with a complex routine.

3. The routinarians, who must have a simple unvarying routine.[1]

It would seem, that her third classification resembled the stenographic position, and, in lieu of more specific information, there might be some doubt about the second group being classified secretarial.

Irene Place also categorized secretaries as follows:

1. Private secretary - a close assistant to an executive in all the activities in which he is engaged.

2. Public secretary - public stenographer.

3. Executive secretary - part secretary and part manager. She relieves an executive of as much managerial detail as possible.

4. Corporation secretary - a corporate executive rather than a secretary to such an executive.[2]

Adele Lewis and Edith Bobroff's[3] distinction between distinct skill levels indicated that differences existed from firm to firm.

> The beginner, the intermediate and the senior, or executive secretary. . . . Running a one-girl office is sometimes considered an executive-secretarial position, sometimes not. There are companies that call beginners 'junior secretaries'; to

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[1]Lucille Stegmiller, "The Secretary Speaks About Her Boss," Balance Sheet, XXXIX (February, 1958), 257.

[2]Irene Place, "Secretarial Work in 1959," p. 11.

[3]Miss Lewis is founder and president of Career Blazers Employment Agency, Inc. of New York City which specializes in placing women in business, communications, and nonprofit services. Miss Bobroff is a member of her staff.

> others they are just plain stenographers. . . . In some companies the secretary of even a minor officer is called an executive secretary; others give this title only to a select few who work for the president and vice presidents.[1]

Weekly salary seemed to be a more distinguishing characteristic of the various levels than any other feature.

> Junior secretaries start at $65 to $75. The intermediate secretary, with one to five years' experience, can expect to receive $75 to $100. Beyond $100, the secretary generally falls into the executive-secretary classification.[2]

Job descriptions in some firms distinguished between different types of secretaries. For example, Massachusetts Mutual Life Insurance Company differentiated between a general secretary and executive secretary in 1936.

> Executive secretaries arrange meetings, greet guests, answer telephones, take dictation, often compile figures for reports and research information. General secretarial work deals less with work other than dictation, typing, filing, etc.[3]

Standard Oil Company used titles such as executive secretary, secretary, and senior secretary.[4] In addition, a bona fide secretary was often referred to as a "personal assistant, the junior executive of the employer."[5]

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[1] Adele Lewis and Edith S. Bobroff, "What Secretarial Shortage?" Personnel, XXXIX (September-October, 1962), 55.

[2] Ibid., p. 56.

[3] Derderian, Personal Letter.

[4] Letter from Clark Donovan, Employee Relations Department, Standard Oil Incorporated in New Jersey, September 22, 1967.

[5] Sylvia A. Burns, "Orchids Go To America's Secretaries," Balance Sheet, XXXV (November, 1953), 110.

Ambitious women could advance to these higher level positions faster during the '50s because business was expanding at an accelerated pace. Executives depended more on secretaries and delegated more work to them than in the past.[1] There was more work to be delegated. The executive of the '50s needed someone on whom he could depend consistently to handle routine work so he could devote his time to the increasing responsibilities of modern business. As a result, management executives needed secretaries who were as much of a specialist as they. More than ever before they needed a kind of thorough competence--tact, poise, understanding, and sense of organization. Inability to find girls with such characteristics was the main reason many executives were without secretaries.[2]

In addition, many employers still believed that secretaries should be well educated. This point of view was aptly summarized by the following:

> A good secretary does not just happen--she is well trained. A beginner does not start as a secretary. She has good training, confidence and ability and is willing to start as a stenographer to learn the ropes. After experience and polish and poise, she is ready to fill a secretarial position. . . . A good secretary knows her whole job and how to perform.[3]

All in all, the bona fide secretarial position was beginning to regain the status and prestige lost during the '40s.[4]

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[1] Marion L. Briggs, "Who Said Blind Alley?" Independent Woman, XXXII (November, 1953), 422.

[2] "The Secretary: Girl of the Year," Today's Secretary, XXXIX (March, 1957), 16.

[3] Madeline S. Strony, "What Executives Tell Me," Business Education World, XXXI (September, 1950), 48.

[4] Burns, "Orchids Go To America's Secretaries," p. 111.

The Secretarial Position in the '60s

Even though the status of the bona fide secretarial position was increasing, the confusion, misuse, and misunderstanding of the term, "secretarial," intensified in the '60s. With the development of various levels of secretarial work and the elimination of the terms "stenographer" and "stenographic," the term, "secretary," became almost meaningless. It even replaced "stenographic" when referring to the basic shorthand and typewriting skills. This was evidenced in the Certified Professional Secretary Examination in which the skill section, comprised of shorthand and typewriting, was called "secretarial" rather than stenographic skills, and in an advertisement for a text entitled Integrated Secretarial Studies. The text treated the skills "as the main fabric of secretarial activity."[1] The major emphasis in the first half of the book was on high-level dictation skill, and the second half was devoted to transcription, filing, duplicating, and machines.[2] All of the skills taught were the basic tools by which a potential secretary obtained a job-entry position, but they were not indicative of the major requirements of the bona fide, top-level secretarial position. In fact, the bona fide secretarial position entailed comparatively few routine duties including taking dictation. "As the secretary progresses in status and responsibility, the notebook is her least used tool."[3]

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[1]Advertisement for Integrated Secretarial Studies by Balsley and Robinson, published by South-Western Publishing Co., Business Education Forum, XX (October, 1965), back cover.

[2]Ibid.

[3]Morehead, "Lady of the Notebook," p. 107.

Private business school catalogs also referred to shorthand and typewriting as secretarial rather than stenographic skills.

Mary Jollon, editor of Today's Secretary, classified a typist as a secretary when she told the World Council of Secretaries (see page 207) that

> automation is forcing a reorganization in many large offices to two general types of secretarial positions: the typist in a pool, a completely dead-end job, or the top-notch secretary, the true assistant.[1]

Other secretarial classifications included the secretary-stenographer who took dictation, typed, filed and performed routine office work (the stenographer of the early 1900s); a junior secretary who, in addition to the secretarial-stenographic duties was also responsible for routine correspondence, appointments and flow of clerical work; the private or senior secretary who acted as receptionist, scheduled appointments and meetings, and carried a great deal of responsibility.[2]

There seemed to be an increased emphasis on the intangible, personal characteristics requisite for the secretarial position of the '60s. As an important liaison between her employer and other members of the company, the secretary created and determined the climate of the department. "As an extension of her boss' authority (1920s, see page 108), the secretarial position is one of the most sensitive in the

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[1]"World Council of Secretaries," The Secretary, XXIV (April, 1964), 22.

[2]U.S., Department of Labor, Women's Bureau, Clerical Occupations for Women Today and Tomorrow, Bulletin No. 289 (Washington, D.C.: Government Printing Office, 1964), p. 10.

entire organization."[1] Consequently, human relations were stressed more than ever. The secretary was expected to get along well with her fellow workers and to have their confidence and respect. Since she was in a position to influence others, she had to set an example in such respects as adherence to company policy, grooming, and personal ethics.[2]

In addition, a great deal of emphasis was placed on initiative by both employers and secretaries. Employers preferred secretaries who did things without being told and who took care of details. Secretaries were more enthusiastic about their jobs if they were allowed and encouraged to use initiative and judgment. Initiative was expected of any top-notch secretary. "The better the secretary, the more nearly she anticipates her boss' needs and fills them without having to be told."[3] Elgie Purvis stressed the intangibles of discretion, judgment, perception, and intuition as the distinguishing features between a stenographer and secretary. With a full knowledge of business skills but lacking these characteristics, "the secretary could not become the strong right arm of a top executive."[4] It will be noted that initiative has been a highly prized characteristic sought in secretaries or prospective secretaries since the early 1900s. (See page 78).

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[1]Esther Becker, "The Girl in the Middle," Today's Secretary, LXV (September, 1962), 28-30.

[2]Mayo, "The Secretary Acts," p. 24.

[3]"The Government Wants You," Today's Secretary, LXVII (November, 1964), 70.

[4]E. G. Purvis, "Sixth Sense--Secretarial Sense," Journal of Business Education, XXXVI (January, 1961), 154.

A sense of responsibility was as important to the secretarial position of the '60s as it was in earlier years. The responsible secretary was willing to do any chore that would assist her employer. Through her attitude, thoroughness, and reputation for dependability, she showed she was capable of assuming responsibility. "The secretary rarely stepped full-blown into a demanding and rewarding post. Usually she arrives by a gradual climb."[1]

"The best way a typical executive secretary can improve her value to her company and boss is to take more responsibility."[2] A survey by Bing-Cronin and Leonard, Inc. of 512 key executives and personnel managers revealed that three-fourths of these men thought that secretaries did not take enough responsibility. Over half believed that secretaries failed to apply enough business sense or to work conscientiously. They also believed that in the '60s the secretarial position became more complicated because the executive's job became more difficult. To them, the secretarial position required "basic intelligence, more formal education, more initiative, and better appearance."[3]

Results of all the surveys and studies of secretaries and their duties could be summed up in one broad basic function of doing anything that helped the employer perform his job more efficiently. Estelle Popham reiterated this idea by stating that "ability to relieve her

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[1]Marilyn French, "A Willingness To Grow," Today's Secretary, LXIII (June, 1961), 14-15. See also: Irene Place, "Secretarial Work in 1959," p. 11.

[2]"More Pay--But She Earns It," Today's Secretary, LXVIII (November, 1965), 84.

[3]Ibid.

employer of details is the crux of her job."[1] This, too, was stressed as a major characteristic of the secretarial position in the early 1900s. (See page 78).

In the late '60s, Donald Roark said that "the secretarial profession is in a period of transition from manual skills to an emphasis on mental skills. A secretary should be the extension of the executive for whom she works."[2] However, the mental skills to which he referred and the idea of the secretary being an extension of the employer have been characteristic of the secretarial position since the early 1900s.

The only new identifying characteristic of the secretarial position seemed to be the public acknowledgement that the bona fide secretary was more closely aligned with management.[3] She was often referred to as an executive secretary. (See page 177). George Wilder, Sales Manager, Personal Products Corporation, described a top-flight secretary as a "first assistant to the man or woman with whom she works."[4] A Labor Department official saw the secretary as one who had become more of an auxiliary worker to her boss.[5] The following

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[1]Estelle Popham, "Opportunities in Office Occupations," Vocational Guidance Manuals (New York: Universal Publishing and Distributing Corporation, 1964), p. 77.

[2]John Cunniff, "Secretary's Chief Problem Appears Communications," Grand Forks Herald, November 1, 1967, p. 12.

[3]"The Executive's Long Right Arm," Business Week, August 8, 1964, p. 43.

[4]E. A. Rule, "The Businessman Speaks About His Secretary," Balance Sheet, XXXIX (March, 1958), 295.

[5]"The Secretarial Future As Seen by Businessmen, Educators, Secretaries," Today's Secretary, LXVI (October, 1963), 26.

additional comments were typical of the general opinion regarding the management status of the bona fide secretary:

> No longer is the secretary the 'power behind the throne' of many famous executives; she now shares the limelight as a junior executive.[1]

> Secretaries play a vital part in the administrative action which flows from each executive office. The secretary and executive are in reality an operating team.[2]

> Our men want assistants in this day and age. But these assistants must be prepared to do the secretarial jobs and then some.[3]

Secretaries, themselves, associated the top-level secretary with management. The following illustrated this opinion:

> A real secretary of top-level quality is truly an assistant, authority commensurate with her duties and responsibilities will be also made known, instead of just being implied as it normally is today. . . . She will be a contributor at management meetings . . . her thoughts and opinions will be considered as her own, on their own value, rather than as a projection of her employer's methods and philosophy. . . .[4]

In addition, "many of the country's top executives attribute part of their success to a secretary who is actually an efficient assistant."[5] Both Civil Service[6] and the Dartnell Corporation[7] also

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[1]Burns, "Orchids Go To America's Secretaries," p. 111.

[2]"The Last Page," Today's Secretary, LXI (February, 1959), 60.

[3]Sally Dorst, "The Secretarial Crisis," Today's Secretary, LXV (March, 1963), 72.

[4]"The Secretarial Future," p. 27.

[5]"More Pay--But She Earns It," p. 84.

[6]"The Government Wants You," p. 70.

[7]Two Million Women Can't Be Wrong, Business News Release (Chicago: Dartnell Corporation, October 25, 1966), p. 2.

identified a secretary as a personal assistant to a busy individual. The head of a Chicago management consulting firm commented that the highest position women will attain is that of "assistant to a top executive which will be primarily an expansion of the secretarial function."[1]

With industry becoming top heavy with assistants-to-presidents and assistants-to-assistants, many executives "argued that much of the administrative work of high-salaried aides could be done by a good secretary."[2] As a result, Nation's Business interviewed top executives throughout the country and concluded that

> executives generally are beginning to take their secretaries more seriously, are entrusting them with increasing responsibility; selecting them more on the basis of their good judgment than their good looks.[3]

However, for secretaries to attain this vital position, employers needed to keep them informed and foster a partnership relationship.

> The attitude of executives is vital in determining the ultimate value of a secretary. If you regard a girl as a temporary employee who is only marking time before marriage or another job, you will most likely get low-quality work, low interest on her part. But treat her as a mature person, give her responsibility and she'll prove to be one of your most useful and trustworthy aides.[4]

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[1] Nancy Winter, "A Place on the Pyramid," Today's Secretary, LXV (March, 1963), 31.

[2] "Executive Trends," Nation's Business, XLV (August, 1957), 82.

[3] Ibid.

[4] Ibid., p. 83.

E. A. Rule, vice-president and secretary of Nationwide Mutual Insurance Company, reiterated a similar viewpoint regarding the working relationship between a businessman and his secretary.

> The secretary's attitude and the boss' attitude toward her; the secretary's ability to make a contribution to the team effort; and . . . the boss' willingness and ability to accept the 'extras' the secretary can put into the joint venture. . . . The amount of contribution made by the secretary is greatly influenced by the willingness and ability of the businessman to accept, to encourage and to use his secretary's ability.[1]

The importance of this close relationship between employer and secretary was also emphasized in identifying a "career" secretary in a survey of 247 secretaries and bosses in 17 states conducted by B. C. McCall, social-research consultant to the American Photocopy Equipment Company, Chicago.

> The career secretary possesses other characteristics that make her invaluable to the modern American business administration, which is highly charged and extremely volatile. She represents a rather steady continuity in the ebb and flow of executive life. And these characteristics can be seen in many ways, the most important of which is her relationship with her boss.[2]

With the increasing complexity of American business, promotions for secretaries during the '60s were attained in several ways. She could move from a pool (previously referred to as a stenographic pool) to work for one individual, transfer from a branch to a home office, receive a change of classification from secretary to executive secretary, or be transferred to an executive on a higher management level.[3]

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[1]Rule, "The Businessman Speaks About His Secretary," p. 295.

[2]"What Is the Career Secretary?" Today's Secretary, LX (September, 1957), 25.

[3]Esther Becker, "How To Handle A Promotion," Today's Secretary, LXV (March, 1963), 36-37.

By the mid '60s the secretarial position had become "the number one woman's office job of all time."[1] The position was important and respected[2] and had once again become regarded as a status symbol in business.[3] The secretary was referred to as the "First Lady of American Business."[4]

However, the term, "secretary," no longer adequately described the position. The secretarial classification continued to be the "most misunderstood term in the entire clerical field."[5] The secretary of the '60s was not just a secretary. The terms, "executive secretary," "professional secretary," and "administrative assistant," more satisfactorily described the bona fide secretarial position. In addition, business centralization and specialization contributed to the development of secretarial specialization. (See Chapter VI). The one descriptive title which seemed to be the most popular and received the greatest attention in literature, educational institutions, and business was the executive secretary.

The Executive Secretary

Although the executive secretarial position became more prominent in the '60s, Margaret Post referred to the executive secretary as

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[1]Constance Bartel, What It Takes To Be A Secretary (Washington, D.C.: United Business Schools Association, n.d.), p. 1.

[2]Ibid.

[3]Nancy Winter, "A Place on the Pyramid," p. 31. See also: Miller and Hamilton, The Independent Business School in American Education, p. 208.

[4]Minnesota School of Business Catalog, 1967-68 (Minneapolis, Minn.: Privately printed), p. 23.

[5]Popham, "Opportunities in Office Occupations," p. 62.

early as 1914. The position, available only to exceptional women, required executive and administrative ability, previous experience, advanced liberal education, and thorough training. The executive secretary usually received the highest salary of all secretarial classifications.[1] (See page 147).

In 1916, Ann Thomas discussed the executive secretarial position for college women.

> Experience in the work is a prerequisite. The executive secretary has the opportunity of meeting people, speaking in public, dealing conscientiously with situations requiring keen judgment and leadership, and cooperating easily and successfully with those about her.[2]

At that time, the executive secretary was expected to be highly proficient in the skills and have a comprehensive background of general information. A knowledge of French and German was considered helpful as were history, economics, and sociology.[3]

The executive secretarial position was again referred to in 1920. It was described as a position involving varied duties and responsibilities, and one to which competent stenographers were promoted.

> Through natural endowment, experience in the organization and knowledge plus judgment gained through that experience [they] are deemed fitted for larger responsibility.[4]

College training was recommended for this responsible, demanding position. Opportunities for advancement were limited only by the

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[1] Post, "Opportunities for Women in Secretarial Service," p. 127.

[2] Thomas, "Secretarial Work and the College Woman," p. 292.

[3] Ibid., p. 293.

[4] Isabelle Simeral, "Executive Secretary," Careers for Women, Catherine Filene, ed. (New York: Houghton Mifflin Company, 1920), p. 444.

ability of the individual. In addition to being able to deal with all kinds of people, the executive secretary of 1920 was expected to be able to make quick judgments when necessary, to deal with emergencies, and to delegate authority.[1]

Executive secretaries formed their own organization in 1938. (See page 149).

During the World War II period, the term, "executive secretary," also identified a top-level secretary. This was particularly true of secretaries to senators in the 1940s. In 1945, about one-sixth of these secretaries were women;[2] in 1946, about one-third were female.[3] In many instances, the women secretaries were wives of the senators. However, their positions were quite different from those of the average business secretaries. They seldom took dictation, but rather dictated to stenographers. Their primary responsibilities pertained to public relations. These positions also involved a discrepancy in terminology. As far as the Senate payroll was concerned, they were classified as "clerks," but in the Congressional Directory they were listed as "secretaries to senators." Some stenographers and file clerks in senators' offices "stole" the title, "secretary"; but they, in no way, had the privilege or responsibility of speaking for the senator, or acting as his alter

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[1] Ibid., pp. 445-46.

[2] "The Worst Job in the World," Nation's Business, November, 1945, pp. 63-64.

[3] William Chapman White, "Anything For A Constituent," Saturday Evening Post, October 26, 1946, p. 30.

ego. Senate secretaries belonged to the Senate Secretaries Association.[1]

Elgie Purvis referred to the executive secretary in business as an "assistant to the executive of a firm who relieves his employer of details and minor administrative matters, while taking care of his correspondence."[2] The term, "private secretary," so prevalent in the previous period, was very seldom used after 1940; although Purvis described a private or professional secretary as one who "assists the owner of a business or a professional man or woman."[3]

One theory regarding the development of the executive secretarial position during World War II was that it emerged at the height of the secretarial shortage because increased secretarial responsibilities demanded a more appropriate designation.[4] A title change was also a means of circumventing frozen wages in order to pay higher salaries.

Others believed that the title developed for women to compensate for male titles such as junior assistant executive which appeared in managerially top-heavy businesses.[5]

Even though most firms had no job description for the executive secretarial position, secretaries and educators defined it. In reality,

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[1]"The Worst Job In the World," p. 64.

[2]Purvis, Secretaryship As a Career Field, p. 9.

[3]Ibid.

[4]Jainschigg, "Wanted: Alter Ego," p. 19.

[5]Ibid.

their descriptions closely resembled the description of the secretary or private secretary of the '20s and '30s. According to Virginia Drew,

> the executive secretary of 1955 is a thinking, well-trained woman, who composes letters, tells her employer of the important agenda for the day, reminds him to take his vitamin pills, buys presents for him to give his wife. She has an all observant eye and the ability to accomplish the work to be done without encroaching upon her employer's time. Her chief concern is to relieve her employer of all work that can be done by another. She is a human dynamo but always gives the impression of complete poise.[1]

Clare H. Jennings, 1958 President of the National Secretaries Association, also commented on the position.

> The executive secretary is one who welcomes the challenge of responsibility, yet has the capacity to accept and live with routine duties . . . she grows as she works constantly enlarging her knowledge and her skill . . . the word 'service' expresses her maxim.[2]

The East Bay Chapter of Executive's Secretaries, Inc. defined an executive secretary as

> . . . not one of the low priced three! She is the super deluxe model equipped with all the extras--Personality, Initiative. An expert in human relations, inoffensively efficient, able to supervise others pleasantly, make decisions promptly, save her executive's time, keep his blood pressure normal, his disposition buffered against irritants.[3]

The executive secretary, according to Gordon Gibbs, president of Katharine Gibbs School, Inc., was

> . . . the indispensable right hand of her employer. She is an independent, thinking individual, an integral part of a closely knit partnership of employer and assistant . . . she

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[1] Drew, "Some Reminiscenses Over 50 Years in Business Education," pp. 255, 288.

[2] Jainschigg, "Wanted: Alter Ego," p. 19.

[3] Ibid.

> must have the judgment and sense of responsibility that come with maturity and yet at the same time the eager and growing mind of youth. . . .[1]

Another Katharine Gibbs official believed that a girl was not an executive secretary unless she worked for one of the top three men in a large corporation.[2]

Employers, when specifically asked about the position responded in a variety of ways. Some identified executive secretaries as "secretaries to executives."[3] According to Shephard Mead, a secretary was an executive secretary when she had a secretary herself.[4] Other employers said: "All our secretaries are efficient, responsible, etc., but we don't call any of them executive secretaries."[5] Another stated that

> a job of a secretarial nature exists in the upper reaches of corporate officialdom. The girl who holds the job is called an executive secretary by the firm regardless of her duties and responsibilities which vary radically from job to job.[6]

In 1959 Marylin C. Burke recognized the executive secretary by devoting an entire book to the duties and personality traits needed to attain such a top-level position.[7] Similarly, in June, 1965, an entire

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[1] *Ibid.*, p. 20.

[2] "The Executive's Long Right Arm," p. 43. See also: "The Ladies, Bless 'em, of the Executive Suite," *Newsweek*, August 1, 1966, p. 68.

[3] Jainschigg, "Wanted: Alter Ego," p. 20.

[4] Mead, "Analysis of the Genus Secretaries," p. 19.

[5] Jainschigg, "Wanted: Alter Ego," p. 20.

[6] *Ibid.*

[7] Marylin C. Burke, *The Executive Secretary* (Garden City, N. Y.: Doubleday & Company, Inc., 1959).

issue of Today's Secretary[1] was devoted to the executive secretary. Although both were written about the executive secretarial position, the duties, traits, and problems covered were almost identical to those presented in the literature of the '20s and '30s by such authors as Arthur Church, Frederick Nichols, Edward Kilduff, Elizabeth Adams, and Margaret Post who discussed the private secretary.

Secretaries and employers all seemed to agree that the executive secretary was a leader in the secretarial profession and held a top-level position. They also agreed that she reached the executive secretarial position in a natural progression from stenographer to secretary.[2] Ten executive secretaries concurred that experience was a vital factor in the successful attainment of the position.[3] In earlier days a young lady was expected to work five or six years as a stenographer before being promoted to junior secretary. An additional ten to fifteen years were devoted to working her way to the top.[4] Top executives interviewed in the '40s also indicated that prior experience was a prime requisite for a secretarial position.[5]

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[1] Today's Secretary, LXVII (June, 1965).

[2] Jainschigg, "Wanted: Alter Ego," pp. 19-20. See also: Mayo, "The Secretary Acts," p. 21.

[3] Jainschigg, "Wanted: Alter Ego," pp. 21-22. See also: James Howard Jackson, "The Benefits Resulting from the Certified Professional Rating for Management and Executive Secretaries and the Effect of the Ratings on Personnel Policies" (unpublished Ph.D. dissertation, Ohio State University, 1965), p. 62.

[4] Lewis and Bobroff, "What Secretarial Shortage?" p. 55.

[5] Angelo B. Amato, "Tips to the Beginning Secretarial Worker," United Business Education Association Forum, III (November, 1948), 18.

> Generally the average student will not be able to secure a secretarial position immediately upon graduating from high school with no actual office experience.[1]

> Entry for a beginner into a secretarial position in a large office is usually through a beginning job as stenographer, typist, or clerk.[2]

Bonnie Lockwood's study of Certified Professional Secretaries in the early '50s also found that it took about three years' experience as a stenographer or clerk to attain the title and position of secretary and six and a half years to secure a higher classification,[3] usually executive secretary. Secretaries who passed the CPS Examination in 1962 considered work experience their greatest asset. "There is no substitute for on-the-job experience in an administrative secretarial position."[4]

At Standard Oil, the pattern followed for many years was one of promotion from within. "Individuals are engaged as steno-clerks and progress through four or five levels to secretaries to directors of the company."[5]

> A secretarial position at the professional level is not one into which a person walks without any experience or special training; it is not a beginning position, but one that requires an apprenticeship.[6]

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[1]"Secretary," Chronicle Occupational Briefs (Moravia, N. Y.: Chronicle Guidance Publications, Inc., 1966), p. 3.

[2]Ibid., p. 4.

[3]Lockwood, "A Study of the Duties and Characteristics of Certified Professional Secretaries," p. 42.

[4]"Certified Professional Secretary," The Secretary, XXIII (December, 1963), 29.

[5]Donovan, Personal Letter.

[6]Donald V. Allgeier, "The 'Certified Professional Secretary,'" Business Education World, XXXI (April, 1951), 405.

Mary Virginia Moore also indicated that the typical secretary of the '60s spent many years in clerical-stenographic positions before receiving professional secretarial status.[1]

The executive secretary usually achieved her position by one of three ways. She might have stayed with one employer throughout his career and rose with him; she might have been promoted from one level to another within the same company; or having attained experience in one firm, she may have transferred to another.[2]

The executive secretary of the '60s, like the private secretary of the '20s was expected to be well educated. It was generally accepted that a girl could not reach the position of executive secretary without a good general education. "Secretaries must be able to discuss something other than the weather with callers."[3]

> The ultimate goal of executive secretaries is to achieve a moderate, continuing satisfaction in what they are doing. Such a satisfaction comes if we can see we are a part of something bigger than ourselves. An executive secretary becomes a part to the degree in which she enlarges her scope, to the degree with which she is able to participate in the knowledge possessed by other people.[4]

Most of the private business schools offered an executive secretarial curriculum. A typical description of the position for which these curricula were intended was as follows:

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[1] Mary Virginia Moore, "Collegiate Preparation of the Professional Secretary," American Business Education, XVIII (March, 1962), 163.

[2] Lucy McCracken, "Girl Friday," Today's Secretary, LXVII (June, 1965), 80.

[3] Frank Hobson, Jr., "Liberal Arts in the Education of an Executive Secretary," American Business Education, XVI (October, 1959), 49.

[4] Ibid., p. 50.

> An executive secretary's responsibilities generally depend on the position her employer holds. . . . She generally acts as administrative assistant to a top executive and is given authority for making certain decisions, for planning office routine, and for public relations work. The executive secretary may handle correspondence and records of a confidential nature, obtain and act on information, and supervise clerical personnel.[1]

However, the executive secretary's education was expected to be comparable to that of management majors.

Gradually, the executive secretary became more aligned with the management team. She was expected to add considerably to the effectiveness of the executive. The success of management was measured by the degree to which the executive secretary effectively relieved his pressures and the demands on his energies.[2]

> To be worthy of the name, an executive secretary must be of management caliber herself, sharing her boss' burdens. . . . She is an extension of her employer deciding what to do with the daily hundreds of demands on his time and talent.[3]

The secretary to the president of a Des Moines publishing syndicate defined an executive secretary as "an extension of the mind, eyes, ears, voice, and to a limited extent, the authority of her employer."[4] The more complex the top manager's job became, the better qualified his secretary had to be, possessing executive qualities herself.[5] She reflected the philosophy and ideals of management. Her

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[1] Your Career As An Executive Secretary, Privately printed pamphlet (Dayton, Ohio: Sinclair Community College, n.d.).

[2] Hobson, "Liberal Arts in the Education of our Executive Secretary," p. 48.

[3] "The Executive's Long Right Arm," p. 42.

[4] McCracken, "Girl Friday," p. 80.

[5] Cunniff, "Secretary's Chief Problem," p. 12.

working day closely paralleled that of the executive.[1] However, another point of view was that, even though secretaries worked closely with management, only those who doubled as corporate officers were considered "part of management."[2]

With "secretary" and "executive secretary" very often identifying the same position, larger firms attempted to distinguish between them. One such definition was the following:

> Secretary The secretary's basic skills are taken for granted; she does everything the stenographer does--and much more. She relieves her boss of detail and routine chores, so she must be thoroughly familiar with his policies as well as with the business. She plans business trips, sets up appointments, arranges meetings, keeps his calendar, meets his callers, orders the roses he sends to his wife (and often reminds him to send them in the first place), and takes charge of supplies. She handles personal confidential mail, and may compose some correspondence on her own--which requires a thorough knowledge of grammar, spelling, punctuation. She calls her boss' attention to important matters, and may prepare special reports and memorandums for his information.
>
> Executive Secretary One out of every ten secretaries is an executive secretary, working for a boss in an executive position. This alone does not make her an executive secretary, however. To qualify for this title she should relieve her boss of routine duties, serve as his representative in dealing with many business matters, and have responsibility in planning, decision-making, and administration. She is his confidante in most matters, and may be called 'assistant to' instead of 'secretary to.' Hers is an extra-creative job. She performs most of her assignments on her own initiative, and often directs the work of a number of others working under her. She may even have her own staff of clerk-typists and secretaries.[3]

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[1]Walter Nardelli, "Professional Status for Executive Secretaries," Balance Sheet, XLIV (January, 1963), 204-5.

[2]"The Human Side," Today's Secretary, LXV (September, 1962), 17.

[3]"Who Are You?" Today's Secretary, LXVIII (May, 1966), 39.

In an attempt to clarify secretary and executive secretary, another term, administrative assistant, was used interchangeably with executive secretary not only in the above definition but in comments by others.

> A few secretaries move into management positions as executive secretaries or administrative assistants. Those who hold these jobs have considerable authority for making decisions, planning office routine, and supervising other clerical workers.[1]

> . . . both stenographers and secretaries may eventually be promoted to jobs such as administrative assistant, office supervisor, executive secretary, or some other responsible position requiring specialized knowledge of the employer's industry or business.[2]

> In many organizations the position of secretarial assistant to a top administrator (sometimes called an executive secretary) is the highest held by a woman in that organization.[3]

According to Elmer Winter, "the title [secretary] will no longer fit the description of work to be done."[4] Her most important quality was that of being able to think ahead, to anticipate what her executive needs, and have it ready for him. She must think "in parallel" with the executive and he, in turn, must confide more in her in order for her to make more intelligent decisions in his absence. The secretary was the eyes, ears, and _alter ego_ (1920) of the executive.[5]

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[1] _Clerical Occupations For Women Today and Tomorrow_, p. 10.

[2] _Occupational Outlook Handbook, 1966-67_, p. 283.

[3] Irene Place, "Secretarial Work in 1959," p. 11

[4] Elmer Winter, "The Secretary in 1970," _Today's Secretary_, LXVIII (October, 1965), 37.

[5] _Ibid._, p. 66.

Lucy McCracken, too, recognized the executive secretary as an assistant rather than just a secretary. She was part of management.[1]

In general, women not only gained the top-level secretarial positions through experience, but were well educated--both formally and informally. As they learned more about the business, they were promoted to positions involving decision-making and administrative responsibility.[2] The majority of the executive secretaries were older women who had taken time out for families and returned to work. "A cute girl in her early twenties just can't make it as an executive secretary."[3] The best age was 30 to 45.[4] About one per cent of all secretaries were classified as executive secretaries.[5]

Most executive secretaries were quiet, unassuming, even shy. They had executive ability and all the drive of the men for whom they worked.[6] They had the capacity for hard work and were able to assume the responsibility for running the entire office. Eagerness to share their employers' responsibilities distinguished executive secretaries.[7] In addition, they were entrusted with their employers' personal affairs as well as broad business responsibilities. More often, they were

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[1]McCracken, "Girl Friday," p. 80.

[2]Estelle Popham, "Where Will the Secretaries Come From," Business Education Forum, XX (October, 1965), 18. See also: Mayo, "The Secretary Acts," p. 21.

[3]"Personal Business," Business Week, January 7, 1967, p. 117.

[4]Ibid.

[5]"The Ladies, Bless 'em, of the Executive Suite," p. 19.

[6]McCracken, "Girl Friday," p. 80.

[7]"The Executive's Long Right Arm," p. 44.

practically extensions of their employers.[1] Honora Noyes' study substantiated these identifying characteristics. In addition, the study revealed that over half of the executive secretaries interviewed had attended college.[2]

The detailed duties, responsibilities, and descriptions of the executive secretarial position of the '60s were very similar, in many cases identical, to those of the private secretary of the early 1900s. The private secretary had become the executive secretary.

Professionalization of the Secretarial Position

To determine the professional status of the secretarial position, one must be cognizant of the recognized criteria for a profession. Historically, the three commonly recognized professions (medicine, law, and theology) all involved the following aspects:

1. A considerable period of special preparation and training, tending to become more exacting.
2. A public and frequently legal recognition of professional state, by examination, registration, ordination, etc.
3. Eligibility to membership in professional societies and associations carrying with it the obligation to maintain professional standards of skill and conduct.
4. A consequent position of responsibility in and to the community.
5. Practice of the profession as a permanent calling providing an adequate livelihood.[3]

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[1] "Right-Hand Women," The Wall Street Journal, December 5, 1967, p. 1.

[2] Honora MacArthur Noyes, "The Role of the Executive Secretary As a Member of Management" (unpublished Ed.D. dissertation, University of Maryland, 1960).

[3] Adams, Women Professional Workers, pp. 1-2.

Professionalism was defined as

> . . . a free, resourceful, and unhampered intelligence applied to problems and seeking to understand and master them--this is the first instance characteristic of a profession. . . . Responsibility follows from the fact that professions are intellectual in character, for in all intellectual operations the thinker takes upon himself a risk. . . .[1]

Education was an important aspect of professionalism.

> No worker who is not equipped with a general liberal education and the best professional training is prepared to advance to positions of full professional responsibility.[2]

Essentially, a professional worker was capable of assuming responsibility and formulating independent judgments. A professional occupation afforded the opportunity for exercising curiosity, mental activity, workmanship, leadership, and fellowship.[3]

William Wickenden also identified the professional person:

> Members of a profession are presumed to be persons of high intelligence, who are fully proficient in the science and art and who exercise a high degree of individual responsibility in their work, socially minded and ethically responsible persons who pursue their calling with direct regard to the public good.[4]

Professionals had both individual and group responsibilities. As individuals they had to cope with problems on a high intellectual plane, recognize the duty to share advances in professional knowledge, guard the standards and ideals of the profession, and advance it in public understanding and esteem. As a group, there had to be standards

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[1] Ibid., p. 4.

[2] Ibid., p. 5.

[3] Ibid., p. 13.

[4] William E. Wickenden, "The Marks of a Profession," The Woman's Press, XXVIII (December, 1934), 540.

of qualifications for admission to the profession based on character, training, and competency, and a standard of conduct based on courtesy, honor, and an ethical code. There had to be recognition of status by colleagues or by organized society and an organization of the professional group based primarily on common interest and social duty.[1]

Margaret Grayson associated self-denial and self-control with professionalism.

> Every man or woman who has emerged from the amateur class into the professional has had to deny himself. . . . That is what distinguishes the professional from the amateur--the power to put away outside solicitations and devote one's self to one's work.[2]

After surveying women in the recognized professions, Ethel Alpenfels listed the following professional qualifications for women:

1. Education - a key factor in determining whether a woman is employed in a professional capacity.

2. Professional membership - the typical professional woman belongs to two organizations.

3. Professional reading - professional women subscribe to at least three professional journals.

4. Training - the average time spent by women in professional schools or in specialized training for certain professions is two years beyond high school.

5. Appearance - professional women are well groomed.[3]

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[1] Ibid.

[2] Grayson, "The Girl Behind the Typewriter," p. 16.

[3] Ethel J. Alpenfels, "Women in the Professional World," American Women, edited by Beverly Benner Cassara (Boston: Beacon Press, 1962), pp. 80-81.

Professional Status for Secretaries

As early as 1918, Burdett College referred to secretaryship as a profession: "In the secretarial profession there are unusual opportunities. . . . As a profession, with exceptional opportunities, the position of secretary . . ."[1]

In 1930, Elizabeth Adams included a chapter on the professional secretary in her book, Women Professional Workers. Prior to that time, it seemed that very few women entered secretarial work with a fully professional spirit and did not realize "that to raise it to a professional level they must command a special subject matter as well as certain purely instrumental skills."[2] According to Adams, secretarial work afforded a certain amount of professional scope, but

> no secretary is entitled to consider herself a professional person who does not possess, in addition to her clerical skills, a background knowledge and a thorough practical familiarity with the special field in which she is working.[3]

More specifically, a secretary's duties more nearly approached those of a professional secretary if she had stenographers responsible to her, if she directed and supervised the work of others, or if she was responsible for a large part of the correspondence.[4]

Professionalism and Education

In the mid-'30s Dorothy Virts discussed the secretarial position as a profession in relation to education. "A real secretaryship takes

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[1] 1918 Burdett College Catalog, pp. 31-32.

[2] Adams, Women Professional Workers, p. 230.

[3] Ibid.

[4] Adams, Women Professional Workers, p. 231.

on the characteristics of a profession and as such demands the highest type of training that the universities are able to provide."[1]

All the traditional professions were characterized by scholarship requirements. Each involved a body of specialized intellectual knowledge in addition to certain technical skills. The logical place for professional preparation was the university.[2]

> The opportunity for professional status for the executive secretary is greater than ever in the American economy because of the inherent fact, evidenced in college records, that the best academic achievements in American colleges are made by women.[3]

Unfortunately, as far as professionalization was concerned, most of the secretarial programs were offered in the high schools and private business colleges. These programs consisted primarily of the skills--shorthand and typewriting.[4] In the early '60s, though, some 225 colleges and universities offered degrees in secretarial studies.[5] Mary Virginia Moore commented on the importance of training beyond the skill level:

> The secretarial student whose business training is confined to secretarial skills will never be a professional secretary. Her opportunities for job satisfaction and job success will be limited.[6]

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[1]Virts, "The Collegiate Secretarial Science Curriculum," p. 75.

[2]Carlos K. Hayden, "Pioneering a Profession," The Secretary, XXIII (September, 1963), 28.

[3]Nardelli, "Professional Status for Executive Secretaries," p. 205.

[4]Hayden, "Pioneering a Profession," p. 28.

[5]Jennings, Should You Be A Secretary? p. 5.

[6]Moore, "Collegiate Preparation of the Professional Secretary," p. 163.

Until secretaries serving in personnel and supervisory capacities encourage employers to adopt higher educational requirements for beginning office workers who aspire to become secretaries, the educational aspect of professionalism will be difficult, if not impossible, to improve. The Certified Professional Secretary Examination (see page 196), intended to be comparable to the Certified Public Accountant Examination for accountants, was one means of encouraging secretarial education. Many states now require a CPA applicant to have a college education. If the CPS is to achieve true professional status, serious attention needs to be given to its educational requirements.[1]

Reba Neel emphasized the need for continuing education in order to attain professional status.

> If the secretarial field is to be justified in calling itself a profession, those persons who practice in the field must develop new skills and knowledges after leaving school. . . . Secretaries should undertake systematic, long-range educational planning that looks into the future. . . .[2]

This continuing education aspect of professionalism prompted in-service training programs and workshops. The first seminar for women sponsored by the American Management Association was for executive secretaries in 1962.[3] Since 1960 the Education Committee of the Institute for Certifying Secretaries has sponsored three-day seminars for Certified Professional Secretaries.[4]

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[1] Hayden, "Pioneering a Profession," p. 28.

[2] Reba K. Neel, "The Secretary--No Longer A Scribe," Journal of Business Education, XL (March, 1965), 235.

[3] Becker, "You'll Never Have It So Good," p. 82.

[4] Galen Stutsman, "1963 CPS Seminar," The Secretary, XXIII (April, 1963), 10.

Professionalism and Certification

"All professions have standards, and certification is the only standard available to secretaries today."[1] Development of the Certified Professional Secretary Examination was the first step toward establishment of professional standards for secretaries,[2] the second criteria of professionalism. The idea of an examination for certification was originally proposed at the first National Secretaries Association national convention in 1946.[3] In 1949, the Association created the Institute for Certifying Secretaries to develop an examination similar to the Certified Public Accountant examination which would identify those who passed as bona fide, top-level secretaries and competent professionals.[4] Irene Place served as the Institute's first Dean. The examination which included sections on personal adjustment and human relations, business law, business administration, secretarial accounting, secretarial skills, and secretarial procedures, was first given in 1951 at which time 62 of the 281 eligible candidates qualified for certification.[5]

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[1]Donald J. Jenkins, "The CPS and the Manager in the '70s," The Secretary, XXV (February, 1965), 18.

[2]"Secretaries Try for Quality Control," Nation's Business, October, 1954, p. 57. See also: Hayden, "Pioneering a Profession," p. 29.

[3]"1942 And An Association Is Born," The Secretary, XXVII (June-July, 1967), 17.

[4]Kathy Larkin, "What's Behind CPS," Today's Secretary, LXII (October, 1959), 15.

[5]The CPS Story (The National Secretaries Association, Mimeographed, n.d.).

The examination was difficult and had to remain so to accomplish the purpose for which it was intended--achievement of excellence.[1] Up to 1966, 10 to 15 per cent of the candidates passed all sections on the first attempt. Those who failed one or more sections could retake them twice within four years.[2] After five years the entire test had to be retaken. Sixteen years after the first examination, 3,901 secretaries had been certified.[3] Although a secretary need not be a member of the National Secretaries Association to qualify for the examination, the number of certified secretaries represented about 15 per cent of the Association's 1967 membership which was 26,000. (See page 224). However, on the basis of the total secretaries employed in the United States, estimated to be 270,000, the number represented slightly more than one per cent.[4] This also corresponded with the estimate that about one per cent of all secretaries were classified as executive secretaries. (See page 189).

All capable secretaries have not been certified. However, those who achieved certification, were competent, serious secretaries. The CPS rating stood for the highest secretarial achievement[5] and provided management with a means of identifying top-level secretarial personnel.[6]

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[1] Hayden, "Pioneering a Profession," p. 29.

[2] "A Plan For Rating the World's Best Secretaries," Good Housekeeping, September, 1958, p. 145. See also: Martha Jones, "Certified Professional Secretary," Ohio Business Teacher, XXVI (April, 1966), 18.

[3] The Secretary, XXVII (October, 1967), 19.

[4] Jones, "Certified Professional Secretary," p. 18.

[5] Jainschigg, "Wanted: Alter Ego," p. 20.

[6] "How To Pick A Secretary," Business Week, March 15, 1952, p. 55.

It proved that a secretary possessed many of the qualities necessary for administrative positions.[1] Prior to the examination, hiring a secretary was a "trial and error" proposition.[2] With certification, a business executive could be sure that a secretary had the basic knowledge and personality qualities to understand management-level policies and would be able to relieve him of the responsibility for supervising and implementing established policies and procedures.[3] He was assured of a mature, experienced secretary.[4]

Management became increasingly aware that the CPS rating was synonymous with excellence. In the Department of Agriculture, starting in 1966, any secretary who attained the CPS rating received an immediate pay increase.[5] In addition, Government Qualifications Standards (X-118) listed the CPS rating as a qualifying factor in the selection of an executive secretary.[6] The following excerpts were indicative of private industry's acknowledgment of the CPS rating.

> Management owes a deep debt of gratitude to the Association's Certified Professional Secretary program which has

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[1]Chronicle Occupational Briefs, p. 4.

[2]"How To Pick A Secretary," p. 55.

[3]Frances E. Merrill, "Management and the CPS," Business Education World, XXXVI (November, 1955), 23. See also: "Professional Secretaries in the United States," Balance Sheet, XXXVII (November, 1955), 127.

[4]Jackson, "The Benefits Resulting from the Certified Professional Rating," p. 88.

[5]"What's All This About CPS," Today's Secretary, LXVIII (May, 1966), 79.

[6]Sofrona L. Smith, "The Case for the CPS As A Terminal Designation For Teachers," Business Education World, XLV (January, 1966), 22.

> raised the standards of secretaryship to its highest professional level.[1]

> Undoubtedly the future requirements of industry will demand that secretaries of key personnel attain CPS certification as a prerequisite of their employment.[2]

In a study conducted in 1966 of 157 presidents, vice-presidents, and personnel managers in manufacturing and insurance companies nearly half indicated they would favor the Certified Professional Secretary for an executive secretarial position and would place her immediately in that position. Others said a CPS would be placed as an Administrative Assistant. More than 50 per cent would exempt a CPS from taking the firm's employment test for a secretarial position.[3]

The Certified Professional Secretary Examination, one of the most ambitious, valid, and identifiable means of distinguishing a bona fide secretary, recognized both education and experience.

> This test gives a definite route to follow in elevating the standards of the secretarial profession, which is one of its main purposes, and it is based on secretarial experience and knowledge which has been acquired through study and actual experience. A competent secretary must know more than the basic skills of typing, shorthand, and grammar. In fact, she should have a general knowledge of all six subjects covered in the examination.[4]

Originally, to be eligible to take the examination, an applicant had to be 25 years of age with from three to seven years' experience depending on the amount of formal education. Three years' experience was required

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[1] "What's All This About CPS," p. 79.

[2] "How To Pick A Secretary," p. 55.

[3] Jackson, "The Benefits Resulting from the Certified Professional Rating," p. 33.

[4] Jones, "Certified Professional Secretary," p. 15.

for a college graduate, four years for a junior college or business school graduate, six years for a high school graduate, and seven years for those without a high school diploma. Other requirements included employer verification of the applicant's secretarial experience and the payment of a $30 fee.[1]

During the last sixteen years the fee has been gradually raised to $70 for applicants for the 1968 examination.[2] The eligibility requirements have also been changed effective for the 1968 examination. They are:

1. No age limit.

2. Three years' verified secretarial experience for a high school graduate, two years for two years of post high school formal education, and one year for a college graduate.[3]

The Institute's justification for revising the eligibility requirements were:

> 1. Secretaries will be encouraged to consider certification early in their careers and before they might leave the profession temporarily for home and family responsibilities; when they return they will be identified by certification.
>
> 2. The new qualifications coincide more realistically with necessary trends in business to employ, develop, and promote secretaries at an earlier stage in their careers or more rapid pace; they will be identified earlier.

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[1] The CPS Story.

[2] "Application to Take the Certified Professional Secretary Examination," The Secretary, XXVII (October, 1967), 32.

[3] "1968 CPS Examination Qualifications," The Secretary, XXVII (October, 1967), 7.

3. More motivation and incentive for students and members of FSA [Future Secretaries Association] to study and prepare for the Examination beginning in school and continuing a few years beyond graduation is provided since the possibility of attaining CPS rating will be closer to their group; the gap will be narrower.[1]

Certifying examinations were also sponsored by the legal, medical, and educational associations. (See Chapter VI).

Professionalism and Public Recognition

In addition to establishing secretarial standards, the certification program brought national recognition to the occupation. Additional recognition was focused on secretaries through National Secretaries Week, first held June 1-7, 1952.[2] The annual observance was sponsored by the National Secretaries Association in cooperation with the United States Department of Commerce by national, state, and local political proclamation. Its purpose was "to honor the secretaries upon whose skills, loyalty, and efficiency the functions of business and government depend."[3] It was also hoped that this recognition would help business realize the value of a secretary to office life,[4] and would remind secretaries of their responsibilities to their employers and to their profession.[5] Currently, the last full week in April each year has

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[1] Ibid.

[2] "1942 and an Association is Born," The Secretary, XXVII (June-July, 1967), 20.

[3] Burns, "Orchids Go To America's Secretaries," p. 110.

[4] "Be Kind To Your Secretary," Today's Secretary, LXIV (March, 1962), 72.

[5] "NSA Today," The Secretary, XXVII (June-July, 1967), 45.

been set aside for the observance with Wednesday of that week highlighted as Secretaries Day.

The National Secretaries Association was provided a further opportunity for public recognition at the New York World's Fair in 1964. For two weeks the Association, the first professional women's organization to cooperate with the American Economic Foundation on its exhibits, sponsored a display in the Hall of Free Enterprise Pavilion. The exhibit depicted "the relationship of secretaryship to management in the free enterprise system."[1]

In August, 1967, the secretarial profession was recognized by the American Academy of Achievement at its Sixth Annual Banquet in Dallas. Each year the Academy honors about 50 "Captains of Industry" who excel in the sciences, professions, arts, business, and service to fellow man. Included among the five women who received the Academy's Golden Plate Award was Mrs. Connie Pendergast, 1966 International Secretary of the Year. This was the first time a secretary had been included in the list of honored guests.[2]

Professionalism and Organizations

Membership in a strong organization devoted to raising standards of the field was another indication of professionalism. According to Carlos Hayden, "only by building a strong professional organization will you build a strong profession."[3] Through membership in an organization,

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[1]"1942 and an Association is Born," p. 39.

[2]Connie Pendergast, "Professional Image," The Secretary, XXVII (September, 1967), 16.

[3]Hayden, "Pioneering a Profession," p. 29.

secretaries are able to keep abreast of the latest developments in business, technology, and office procedures. In order to join, they usually had to be highly skilled or somehow had to prove their "professional" status.[1]

Since 1940 several secretarial associations have been organized. In 1941 Frances Schooner of New York started the Seraphic Secretaries of America after meeting face to face a sister secretary with whom she had talked on the telephone for 17 years.[2] Seraphic Secretaries was considered the world's most exclusive club. Membership, which was limited to 100, was based first on the reputation of the employer and second on the personableness of the secretary.[3] All the members were confidential assistants or executive secretaries to top-flight businessmen.[4] However, the major purpose of the organization was social.[5] In 1953, the average Seraphic was 42 years old and had worked for the same executive 15 1/2 years. Over half, 65 per cent, were unmarried.[6]

In 1942, the National Secretaries Association, the first professional secretarial association, was organized with chapters in Kansas,

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[1]Linda Statler, "Working Girls Unite," Today's Secretary, LXVIII (May, 1966), 38.

[2]"Confidentially Yours," American Magazine, December, 1941, p. 95.

[3]"The Executive's Long Right Arm," p. 46.

[4]"Confidentially Yours," p. 95.

[5]Eleanor Harris, "So You Think You're A Wonderful Boss?" Nation's Business, January, 1953, p. 30. See also: "Setting Secretarial Standards," Business Week, February 26, 1949, p. 26.

[6]Harris, "So You Think You're A Wonderful Boss?" p. 30.

Missouri, Oklahoma, Iowa, Nebraska, and Minnesota. The objective of the Association was to "elevate the standards of the secretarial profession."[1] The first inter-chapter meeting was held in Omaha, in April, 1944; and in June the first steps toward the formation of a national association were taken at a meeting in Des Moines, Iowa. National meetings were curtailed during the War, but in February, 1946, the first National Convention was held in Kansas City, Missouri. At that time there were 2,904 members in 115 chapters. The Association's official publication, entitled The Secretary since 1947, was originally called The National Secretary.[2]

To be eligible for membership in NSA, a woman must be of unquestionable character and integrity and have at least two years' experience as a bona fide secretary.[3] By this, the Association meant that the secretary had to be able to take over much of her employer's work and handle the administrative aspect of the office when the employer was away.[4] Up to 1967, membership in NSA was open only to women. However, at the national meeting in Kansas City in September, 1967, membership was opened to men with the initiation of its first male member--C. J. "Bucky" Helmer, Jr.[5]

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[1] "1942 and an Association Is Born," p. 14.

[2] Ibid., pp. 14-16.

[3] Helen Hecht, "National Secretaries Association, Int'l.," Ohio Business Teacher, XXVI (April, 1966), 19.

[4] "Setting Secretarial Standards," p. 26.

[5] John Cunniff, "First Male Admitted to Secretary Group," Grand Forks Herald, September 13, 1967, p. 42.

In 1953, the Association became International with the installation of a Canadian chapter. Later, chapters were installed in Finland, Mexico, Puerto Rico, France, and Argentina.[1] By 1954, business recognized the NSA as an organization "devoted to raising standards so high that the girls are not just office help but full professionals."[2]

In 1964, with 24,000 members, the Association called itself "the world's largest organization of business women in one profession."[3] Since its beginning, the NSA has been dedicated to the professional development of secretaries through its educational and certification programs.[4]

In addition to elevating the standards and increasing professionalism among practicing secretaries, the National Secretaries Association initiated the Future Secretaries Association, in January, 1961. The Association's Education Committee coordinated the activities of the high school, college, and university chapters. Local NSA chapters sponsored the school groups and worked closely with them "to help them obtain professional knowledge, competence, and a realistic picture of the business world."[5]

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[1]Hecht, "National Secretaries Association, Int'l.," p. 19.

[2]Herbert Mitgang, "Global Survey of Secretaries," New York Times Magazine, December 5, 1954, p. 17.

[3]"The Executive's Long Right Arm," p. 44. See also: Hecht, "National Secretaries Association, Int'l.," p. 19.

[4]Hazel Kellar, "The Secretarial Crisis," The Secretary, XXIV (April, 1964), 6.

[5]"NSA Today," p. 44.

Another educational organization interested in secretarial professionalization was founded in 1962 by Irol Whitmore Balsley. Limited to four-year collegiate institutions which offered secretarial programs, the National Collegiate Association for Secretaries was designed

> . . . to encourage the exchange of ideas and experiences among those students planning secretarial careers, to provide an opportunity for teacher trainees in the secretarial profession, to promote a spirit of fellowship among those students planning secretarial or teaching careers, and to provide opportunities for contacts between students and professional business men and women.[1]

In addition, each of the secretarial specialties organized a professional association. (See Chapter VI). The list of secretarial associations, professional or social, and the dates they were organized, now includes:

Association	Year
American Association of Medical Assistants	1956
Association of Administrative Assistants and Secretaries to United States Senators	1928
Association of Desk and Derrick Clubs of North America	1951
Executives' Secretaries, Inc.	1938
National Association of Educational Secretaries	1934
National Association of Legal Secretaries International	1949
National Collegiate Association for Secretaries	1962
National Federation of Business and Professional Women's Clubs, Inc.	1919

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[1]"Constitution, National Collegiate Association for Secretaries" (Mimeographed, n.d.). See also: "National Collegiate Association for Secretaries," Collegiate News and Views, XV (May, 1962), 34.

National Secretaries Association International	1942
Seraphic Secretaries of America	1941

In the early '60s, the National Secretaries Association, National Association of Educational Secretaries, American Association of Medical Assistants, Inc., National Association of Legal Secretaries, and the National Federation of Business and Professional Women's Club formed the World Council of Secretaries to determine what could be done "to meet the ever-increasing needs of the secretarial profession."[1] Mrs. Anita Leigh, a past president of the National Association of Legal Secretaries, was the founder and first chairman of the Council[2] which held its first meeting in San Francisco in February, 1964. The Council was the first cooperative effort by secretarial organizations to evaluate the secretarial situation and to develop constructive solutions to aid education, business, law, medicine, and government.

Mary Jollon, editor of Today's Secretary, told the representatives that part of the reason for poor secretarial quality was

> . . . an inadequate emphasis on excellence. There is a lack of communication between business itself and the schools who train business students. There is a need for students to know more about business as it actually operates.[3]

The Council, which has met annually since its organization, was specifically organized

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[1]"World Council of Secretaries," The Secretary, XXIV (April, 1964), 22.

[2]Anita Leigh, "The Open Door to the Executive Suite," National Business Woman, February, 1965, p. 27.

[3]"World Council of Secretaries," p. 22.

> . . . to coordinate a program to encourage improved quality in secretaries; to develop a higher degree of pride and proficiency within the profession; to develop qualified students' interests in the field; to publicize and promote the opportunities in secretarial careers and to assist the schools through Career Days and exploratory work experience.[1]

Professionalism and Ethics

Professionals also adhered to a Code of Ethics agreed on and enforced by all its members. The National Secretaries Association adopted the following Code of Ethics at the Houston Convention in 1951.

> Recognizing the invaluable influence of woman's life in all she touches, we resolve to inject into our business association the highest ideals for which the National Secretaries Association stands; to lend grace, charm, and sobriety to all our dealings, and to maintain poise and dignity under all conditions and circumstances.
>
> We resolve to further the interest of whatever business we follow, to exemplify loyalty and conscientiousness, and to exercise patience at all times;
>
> To keep our lives clean and wholesome, that our very presence may bring life and light to those about us;
>
> To encourage ambition, lend hope, and nourish faith, remembering that the eternal laws of God are the only ones under which we can truly succeed.[2]

Codes of Ethics of the specialty associations can be found in Chapter VI.

The Professional Secretary

The "professional secretary" classification developed from the professionalization efforts of secretarial organizations and the

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[1] So You Want To Be A Legal Secretary, National Association of Legal Secretaries (Privately printed pamphlet), January, 1967, p. 11.

[2] "1942 and an Association Is Born," p. 18.

institution of certifying examinations. The roles of the professional secretary and the executive secretary were comparable, both resembling that of the executive himself.[1] "The executive, private, and professional secretary has been designated as the 'First Lady of American Business'--an essential business partner of the executive."[2]

The professional secretary was also defined as one "who has served her initial apprenticeship, has gained respectable experience, and has determined that she is a career secretary."[3] Another description stated she was

> the girl who does her job in the best possible way; the girl who is continually looking for new ideas and new ways to advance herself and her profession; the girl who has an interest in what's going on around her. . . .[4]
>
> The employer of a professional secretary emphasizes good judgment, exceptional skill in human relations and decision making, initiative, efficiency and says little if anything about shorthand, typing, and filing skills. He assumes a top-level secretary will have exceptional competency.[5]

In most instances, the professional secretary had successfully combined homemaking and her secretarial career. She had mastered the "special features," beyond basic skills, necessary for success in the modern business office. She had proven she could handle responsibility,

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[1]Cunniff, "Secretary's Chief Problem," p. 12.

[2]Minnesota School of Business Catalog, 1967-68, p. 23.

[3]Loren E. Waltz, "The Professional Secretary of Today," The Secretary, XXIII (April, 1963), 26.

[4]Kenneth Coffin, "On the Side of the Law," Today's Secretary, LXV (September, 1962), 94.

[5]Moore, "Collegiate Preparation of the Professional Secretary," p. 164.

and possessed dependability, good judgment, and organization ability. She had pride in her work.[1]

Secretaries themselves emphasized professionalism and the characteristics necessary to attain professional status. June Sprague, Administrative Secretary to the Administrative Judge of Criminal Court in New York, summarized the attitude of many others as follows:

> I believe secretaries are professionals. What makes us professionals--integrity, responsibility, service, trustworthiness, dependability, ability to make decisions, continued learning.[2]

The emphasis on secretarial work as a profession and the characteristics of the professional secretary became more evident. Nation's Business acknowledged the development of secretarial professionalism.

> The job of making the boss look good has finally attained its rightful stature as the country's newest profession.[3]

According to Walter Nardelli,

> the image secretaries wish to create for public approval must reflect professionalism in terms of ethics, academic preparation and relationship with other accepted professions. The development of a realistic image is not possible unless secretaries unite firmly for a concerted effort to attain professional status.[4]

Reba Neel, also, discussed criteria for secretarial professionalism.

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[1]Waltz, "The Professional Secretary of Today," p. 26.

[2]Esther Becker, "She Can Always Be A Secretary," Today's Secretary, LXVII (November, 1964), 73.

[3]"Newest Profession," Nation's Business, May, 1952, p. 86.

[4]Nardelli, "Professional Status for Executive Secretaries," p. 239.

> One indication of a secretary's professional attainment is her willingness to carry through until her work is completed, rather than stopping at the end of an 8-hour day. Professionalism entails creative thought which does not always fall within the prescribed hours of what is commonly thought of as a normal work day. . . . Willingness and ability to plan is also one of the marks of a professional person.[1]

As mentioned on page 208, the terms, "executive secretary" and "professional secretary," were used interchangeably. The descriptions, characteristics, and criteria for each were almost identical. Furthermore, this position was the same as the private secretary prior to 1940, to the extent that identical terminology, such as alter ego and "extension of the employer," described the position in all three time periods.

The Secretarial Crisis

"The supply of mediocre and unskilled stenographers is at the present time [1948] far greater than the demand, while the need for proficient secretaries seems never to be met."[2] "First-class secretaries are always at a premium, but their scarcity is even more pronounced today [1955]."[3] ". . . [a secretary] is becoming a rarity."[4] "In the past 20 years secretaries have been in a favored position . . . the supply is short of demand."[5] In general, the shortage of good

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[1] Neel, "The Secretary--No Longer A Scribe," p. 236.

[2] Cole, "How Business Colleges Meet the Demand for Better Secretaries," p. 266.

[3] "When Secretaries Are Scarce?" Business Week, April 16, 1955, p. 128.

[4] "Steno Shortage," Business Week, September 16, 1950, p. 121.

[5] Dorst, "The Secretarial Crisis," p. 23.

secretarial help approached a crisis.[1] In Chicago, it was described as "the most critical in history"; in Detroit, the worst shortage in 50 years.[2]

These typical remarks were indicative of the demand for well-trained, bona fide secretaries throughout the entire 27-year period. The shortage started during World War II with the paper-work explosion. Since office salaries were frozen, many potential secretaries were lured to the factories by higher salaries.[3] In one year following World War II, a placement bureau recorded several thousand requests for office help of which 57 per cent was for well-trained secretaries. In that same period the agency could recommend only 73 applicants.[4] Many executives had to spend their time on routine matters because of the lack of competent secretarial assistance.[5] The shortage was so acute that any "reasonable facsimile" of good secretarial work was welcomed.[6]

The business expansion following World War II and the Korean War further increased the demand for competent office assistants. Thousands of new, high-level management posts were created. The men in those positions required more than stenographers to expedite their work,

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[1]Mead, "Analysis of the Genus Secretaries," p. 19.

[2]"Everything For The Girls," Newsweek, July 13, 1953, p. 74.

[3]Kellar, "The Secretarial Crisis," p. 6.

[4]Cole, "How Business Colleges Meet the Demand for Better Secretaries," p. 266.

[5]Ibid.

[6]"Girl Problem," Business Week, August 22, 1942, p. 80. See also: Kellar, "The Secretarial Crisis," p. 6.

but sufficient well-qualified secretaries were not available. The average Katharine Gibbs graduate in 1954 had her choice of 12 jobs. After placing all its graduates, the school still had 350 secretarial positions unfilled.[1] The demand for secretaries reached an all-time high in 1957. State employment offices alone reported 50 openings in one month in one city; another office reported 250 unfilled requests at one time.[2] A 1957 survey of 1,300 business schools and colleges throughout the country showed that, on the average, businessmen requested seven times more secretaries than the schools provided. In some communities the ratio of demand to supply of well-trained personnel was 60 to 1.[3]

Contributing to this shortage was the low birth rate of the '30s which decreased the number of employable girls in the '50s. In addition, girls married and had their families younger. Few were interested in office work,[4] and married women were still not generally accepted in secretarial positions. More families were financially able to send their daughters to "full-dress colleges" where they usually ended up in other professions and/or with husbands. The crisis was further aggravated by the discontinuance of many college and university programs in secretarial science (see page 238) which left a serious gap in training for top-level positions.[5]

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[1]Elsie McCormick, "That Amazing Secretarial Shortage," Independent Woman, XXXIII (January, 1954), 9.

[2]"The Secretary: Girl of the Year," p. 17.

[3]S. M. Vinocour, "The Trend Toward the Trained," National Business Woman, XXXVI (January, 1957), 16.

[4]"When Secretaries Are Scarce," p. 128.

[5]Kellar, "The Secretarial Crisis," p. 6.

Because of the shortage, many private employers and the Government hired girls directly out of high schools--girls who might otherwise have continued studying for specialized secretarial training. These girls usually worked only about three years and then retired from business when they married.[1] Thus, the number of qualified stenographers capable of being promoted to secretarial positions was reduced. The impatient youngsters took easy-to-get jobs rather than pursuing secretarial training which would qualify them for top-level secretarial positions.[2]

The dire shortage of well-trained, competent secretaries did more harm than good for the profession. It had its advantages in that salaries increased, working hours were shortened, and benefits were added, such as coffee breaks, free lunches, insurance, hospitalization, longer paid vacations, and an opportunity to meet marriageable men.[3] However, offices were forced to hire incompetent, partially-trained personnel who appropriated the title, "secretary," and gave the bona fide secretaries and the entire profession a bad name.[4]

The favorite story exemplifying the acute shortage was that if a girl could pick out the typewriter in a room of household appliances she

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[1]"Everything For The Girls," p. 74. See also: McCormick, "That Amazing Secretarial Shortage," p. 9.

[2]Ralph Knight, "That Girl in the Office," Saturday Evening Post, April 19, 1961, p. 29.

[3]McCormick, "That Amazing Secretarial Shortage," pp. 9-10.

[4]Dorst, "The Secretarial Crisis," p. 23. See also: Margaret B. Kilby, "Secretarial Skills Are Still in Demand," American Business Education, XVII (December, 1960), 98.

was hired![1] Unfortunately, she was often hired with the title, "secretary." The few girls who enrolled in secretarial schools did not stay long enough to graduate.[2] A Chicago business college director was mortified to learn that two local girls who used the "hunt and peck" system of typewriting were hired as "secretaries."[3] Employers upgraded job titles to pay higher salaries, but at the same time performance standards were lowered.[4] As a result, work was poor and habits shoddy. The girls could not follow directions and did not take any pride in their work. Most had no incentive to further their education or to increase their interest in the business.[5] At best, they were poor stenographers biding their time before marriage, yet they were called "secretaries," and the secretarial profession received the brunt of the criticism.

Skill standards for beginners also decreased markedly between 1947 and 1957. In the '40s a beginner was expected to take shorthand at 120 words a minute and to typewrite at 60 words a minute; in 1957, a shorthand speed of 80 and typewriting speed of 45 words a minute were about all that could be expected.[6] Consequently, the youngsters who not

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[1]Carolyn Gustafson and Phil Gustafson, "Secretaries Wanted--Desperately," Saturday Evening Post, October 6, 1951, p. 40.

[2]Ibid. See also: Dorst, "The Secretarial Crisis," p. 23.

[3]Gustafson and Gustafson, "Secretaries Wanted--Desperately," p. 40.

[4]Kellar, "The Secretarial Crisis," p. 6.

[5]Dorst, "The Secretarial Crisis," p. 23.

[6]Kilby, "Secretarial Skills Are Still in Demand," p. 99. See also: "The Secretary Shortage," Time, April 8, 1957, p. 86.

only lacked experience were also unable to keep up with the work load.

> Businessmen can't spell themselves and rarely finish a thought. They rely on so-called secretaries and are horror-struck when they discover that the blind are leading the blind.[1]

Businessmen were very dissatisfied and heaped criticism upon criticism on the untrained, unqualified "secretaries." Perhaps the most serious was that they had to be watched closely and could not be trusted to keep busy when not being watched.[2] Employment agencies complained that recent graduates were trained at constantly lower educational standards. The girls were extremely independent and shifted from job to job with little justification.[3] Employers were partly blamed for the predicament of not being able to find and hold qualified secretaries. Many hired for sex appeal rather than ability (see page 159). Many more still did not want a capable girl around because they did not want women "pushing up" in business. "They were psychologically unable to accept women as equals."[4] However, no one, employers, employment agencies, or educators, prevented or discouraged these inferior, unreliable workers from appropriating unjustly the title, "secretary."

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[1] "The Secretary Shortage," p. 80.

[2] Kilby, "Secretarial Skills Are Still in Demand," p. 98. See also: Dorst, "The Secretarial Crisis," p. 72.

[3] "Girl Problem," p. 80.

[4] Gustafson and Gustafson, "Secretaries Wanted--Desperately," pp. 71, 74.

Companies resorted to various means to fill their needs in spite of the shortage. Recruiting at the high school level was very popular even though business said it preferred better-trained, better-educated secretaries.[1] International Business Machines released a film entitled "The Right Touch" for use in high schools. This film was geared to selling the secretarial position rather than IBM electric typewriters. Earn-as-you-learn secretarial schools tried to turn high school trainees into full-fledged secretaries by a combination of work and schooling.[2] The DuPont Company in Wilmington, Delaware, maintained a training program in which the girls attended business school for half a day and worked for DuPont for half a day. They were paid $138 a month while learning, and, if they stayed with the company for two years after graduation, all their tuition was reimbursed.[3]

Many companies preferred to train their own secretaries. Jobs that formerly were filled by secretarial school graduates were filled by high school graduates with the company providing its own secretarial training program. John Hancock Mutual Life Insurance Company in Boston paid trainees $45 a week while attending their school. Raytheon Manufacturing Company, also in the Boston area, paid secretarial trainees $52.50 a week.[4] In New York, a girl could earn as much as $70 a week just to join a firm to learn how to be a secretary.[5] The Government

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[1]Vinocour, "The Trend Toward the Trained," p. 16.

[2]"When Secretaries Are Scarce?" p. 128.

[3]McCormick, "That Amazing Secretarial Shortage," p. 9.

[4]"When Secretaries Are Scarce?" p. 128.

[5]"The Secretarial Shortage," p. 80.

also trained its own secretaries. A hundred girls a month were hired to work in the stenographic pool while Emma Blackerby trained them for Secretarial positions.[1]

Higher pay while training was not the only means of luring girls into secretarial positions. Many firms promised prestige in the form of their own offices, glamour in regard to the people with whom they would come in contact, or romance, in addition to the increasingly popular fringe benefits. In the New York area, 78 per cent of the firms offered profit-sharing plans, and 52 per cent paid the full cost of health and accident insurance.[2] Other firms pooled the secretaries of middle and lower management positions and "farmed out" peak-load work.[3]

In Indianapolis, Robert E. Trattner started the Trattner Secretarial Office System to help alleviate the shortage. He recruited married women to transcribe letters and reports at home. In 1953 his staff included 400 so-called secretaries in a dozen cities. The women averaged seven years' experience, were between 30 and 40 years of age with two or three children. They worked about 15 to 18 hours a week and were paid between $25 and $30 weekly. Businessmen rented or purchased a Revere tape recorder from Trattner, and for a weekly fee they were entitled to a specified number of letters a month.[4] The women's only

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[1]"Leon Henderson's Glamour School," Saturday Evening Post, December 26, 1942, p. 14.

[2]"The Secretary Shortage," p. 80.

[3]"When Secretaries Are Scarce?" p. 128.

[4]"Secretaries . . . Marry and Retire," Business Week, September 12, 1953, pp. 191-92.

duty was to transcribe from tape recordings according to the standards set down by Trattner. Were they "secretaries"? Hardly, but the service was called "secretarial," which was an example of another usurpation of the term!

Most companies insisted on employing secretaries in the 20-year age bracket[1] and delayed hiring older women as long as possible. Personnel directors argued that even though the younger women were less stable and quit their jobs when they married, they were easier to "mold into conformity with office routine."[2] Turnover continued to be high as long as the younger women dominated the field.[3] Finally, in desperation, both because of the incompetency of the younger girls and the shortage, personnel managers hired women over 30.[4] Once they relented, they realized that mature women had a higher sense of responsibility, were not job hoppers, took an interest in the firm, and could organize work. They rarely took days off for any reason including illness, and they were better spellers.[5] "Once the exception, the working grandmother is becoming an important part of the work force."[6]

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[1]"Everything For the Girls," p. 74.

[2]"When Secretaries Are Scarce?" p. 130.

[3]Ibid., p. 132.

[4]McCormick, "That Amazing Secretarial Shortage," p. 10. See also: "Labor Crisis--Clerical," Business Week, May 19, 1951, p. 25 and "The Secretary Shortage," p. 80.

[5]McCormick, "That Amazing Secretarial Shortage," p. 10.

[6]Vinocour, "The Trend Toward the Trained," p. 17.

The National Secretaries Association helped the cause of the older secretaries by campaigning for secretarial positions for women over 30. The Association maintained that these career secretaries were more valuable because of their experience and mature judgment. With CPS certification, it was hoped the older secretary could compete for a job on the basis of proved competence rather than on age.[1] In 1951 the average age of secretaries who qualified to take the CPS Examination was 34 for those who passed the examination and 37 for those who failed.[2]

By 1962, Mearl Guthrie indicated that business was not interested in training girls right out of school for a special job when two out of three left their jobs within two years. Business was, though, more interested in promoting the older, more stable women into jobs which required increasing responsibility.[3] In 1966, the experienced secretary over 40 was one of the most sought-after employees in the labor market.[4]

Of the 512 executives surveyed by Bing-Cronin and Leonard, 67 per cent indicated that good secretaries were in shorter supply in 1965 than 1960.[5] A female law school graduate was told in 1965 that the only

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[1] "When Secretaries Are Scarce?" p. 130.

[2] Lockwood, "A Study of the Characteristics and Duties of the Certified Professional Secretaries," p. 87.

[3] Mearl R. Guthrie, "The Place of Secretarial Administration in Schools of Business," Collegiate News and Views, XV (March, 1962), 11.

[4] "Secretary Wanted--Over 40," The Secretary, XXVI (November, 1966), 8.

[5] "More Pay," p. 84.

reason she was even being interviewed for a job was because of her secretarial skills. "Lawyers are a dime a dozen, but I'm desperate for a competent secretary."[1]

Lack of quality on the part of those seeking secretarial positions was one of the major contributors to the secretarial shortage.[2] A director of a Manhattan employment agency described the majority of applicants for secretarial positions as ill-trained. They would have been messengers and parcel wrappers in the old days."[3] Businessmen complained about the girls but never fired them or crossed them for fear "the next might be worse."[4]

Although it was estimated that some 250,000 secretarial positions were unfilled,[5] and the misuse of the term "secretary" in business made it difficult to identify the bona fide secretarial position, there were a few efforts to determine the number of bona fide secretaries. However, the level of secretarial work had to be specified, for even into the '60s,

> The secretarial position is still the least well defined of all occupations in business. The term is used to describe the person with limited training as well as the person who is adequately trained; the individual who performs menial office duties as well as the individual who performs duties of importance; the person who assumes little or no responsibility

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[1]Ricklefs, "Take A Letter . . . ," p. 1.

[2]"The Secretary: Girl of the Year," p. 16.

[3]Lear, "The Amanuensis," p. 120.

[4]_Ibid._

[5]Kilby, "Secretarial Skills Are Still in Demand," p. 98.

in carrying out the functions of the employing organization as well as the person who assumes great responsibility.[1]

Evidently, there were very few secretarial openings at top levels. Executive secretaries represented less than 2 per cent of all women employees in 1962.[2] With the trend toward centralization in business, only top management personnel rated secretaries,[3] and the usual practice was to promote from within rather than hire from the outside. In one company of 8,500 employees, there were eight executive secretarial positions. From 1946 to the present, Massachusetts Mutual Life Insurance Company employed 15 executive secretaries and 45 senior officer secretaries.[4] Turnover at the higher levels was extremely low.

There were more openings at the beginning and intermediate levels in the $65 to $90 weekly salary range where turnover was far greater. For every executive secretarial opening, there were 10 openings at the intermediate level.[5]

Difficulty in determining the number of bona fide secretarial positions stemmed mainly from the misuse of the term, and because the secretarial position was not specifically identified in most studies or the Census. In the 1940, 1950, and 1960 United States Census, secretaries were grouped under the classification, "Secretaries, stenographers, and typists." In December, 1942, though, the National

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[1]Moore, "Collegiate Preparation of the Professional Secretary," p. 163.

[2]Lewis and Bobroff, "What Secretarial Shortage?" pp. 56-57.

[3]Popham, "Opportunities in Office Occupations," p. 63.

[4]Derderian, Personal Letter.

[5]Lewis and Bobroff, "What Secretarial Shortage?" pp. 56-57.

Industrial Conference Board survey in New York reported 1,516 secretarial positions in 211 firms,[1] which represented slightly less than 7 per cent of the total female clerical workers included (22,688).

According to the Bureau of Labor Statistics, the number of secretaries increased from 781,324 in 1950 to 1,423,352 in 1960.[2] There was no way of knowing whether all those counted as secretaries actually held such positions, because the term was so often used as a status symbol by both employers and employees.[3] Herbert Tonne, too, indicated that Census figures for secretaries were apt to be inaccurate since "many secretaries call themselves such as a matter of achieving dignity . . . many who classify themselves as secretaries are primarily typists."[4]

Because of the universal misuse of the term, "secretary," perhaps a more accurate indication of the number of bona fide secretarial positions could be ascertained from the membership in secretarial organizations. All bona fide secretaries might not belong to a professional organization and some may belong to more than one. However,

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[1]"Weekly Salaries of Clerical Workers in New York City, December, 1942," Monthly Labor Review, LVI (June, 1943), 1200.

[2]U.S., Department of Labor, Women's Bureau, 1965 Handbook on Women Workers, Bulletin No. 290 (Washington, D.C.: Government Printing Office, 1966), p. 92. See also: Tonne, "Trends in Business Occupations," p. 314.

[3]Estelle L. Popham, "Where Will the Secretaries Come From," Business Education Forum, XX (October, 1965), 18. See also: Eleanor Maliche, "Changing Patterns in Office Work," Business Education Forum, XX (February, 1966), 16.

[4]Tonne, "Trends in Business Occupations," p. 314.

because of the requirements for membership, organization records would indicate more accurately the number of bona fide secretaries than Census figures which included stenographers, typists, and pseudo-secretaries. Latest membership figures available are as follows:

Organization	Membership
American Association of Medical Assistants	9,500[1]
Association of Administrative Assistants and Secretaries to United States Senators	400[2]
Association of Desk and Derrick Clubs	6,500[3]
Executive Secretaries', Inc.	2,127[4]
National Association of Educational Secretaries	4,100[5]
National Association of Legal Secretaries	14,000[6]
National Secretaries Association	26,000[7]
Seraphic Secretaries of America	100
Total	96,927

Education of the Secretary

Just as the prestige of the secretarial position suffered during the 1940 to 1967 period, secretarial education suffered, too. It seemed

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[1] Encyclopedia of Associations, 4th ed., National Organizations of the United States (Detroit: Gale Research Co., 1964), p. 579.

[2] Ibid., p. 345.

[3] Ibid., p. 193.

[4] Ibid., p. 228.

[5] Letter from Mrs. Oreta Norris, Executive Secretary, National Association of Educational Secretaries, January 28, 1968.

[6] Hains, Personal Letter.

[7] The Secretary, June-July, 1967, p. 44.

to be a period of contradiction educationally. Businessmen complained because of poorly trained secretaries, yet they hired girls out of school before they could complete the requirements for graduation. Businessmen said they wanted well-educated, intelligent secretaries who had learned to use their intelligence, but hired partially educated girls at high salaries and refused to fire the incompetents. Neither situation was conducive for encouraging a girl to obtain an advanced education. Girls with mediocre skills and a high school education obtained well-paid positions and were in constant demand, even fought over.

High School Programs

High school programs were stenographic even though labeled "secretarial." Prior to 1940 very little secretarial work was offered in the high schools. An analysis of 125 high schools throughout the country in the early '40s revealed that none of them offered secretarial practice. Students wishing jobs as secretaries were expected to continue their work in a private business school.[1] In order to fill the demand created by World War II, firms hired high school students with stenographic training as "secretaries." Most employers seemed to think that any kind of help was better than none at all. Consequently, the high schools offered a "finishing" course, often called "secretarial practice," which was designed primarily for those students "who expect

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[1] The Changing Business Education Curriculum, Fourth American Business Education Yearbook of the Eastern Commercial Teachers and National Business Teachers Association (Somerville, New Jersey: Somerset Press, Inc., 1947), p. 156.

to enter the stenographic field."[1] Based mainly on stenographic duties, the course was also called "office practice," "clerical practice," and "advanced office practice."[2] The main difference seemed to depend on the inclusion of shorthand. Even though "the typical high school rarely offers adequate training to enable its graduates to secure full secretarial positions,"[3] high school programs in secretarial practice emerged in greater numbers in the '40s. By 1947, about half of the large urban schools and most Catholic schools offered a course called "secretarial practice," in their stenographic sequence.[4] John Roman defined the high school secretarial practice course as

> . . . a course for secretarial students who have reached the senior year in high school after completing at least one year of shorthand study. It is a terminal course designed to aid the student to bridge the gap between formal class instruction and initial employment as a stenographer.[5]

It was quite evident that in the high schools the terms "secretarial" and "stenographic" were used interchangeably and that secretarial curricula and courses were in reality stenographic. This was borne out by Irol Whitmore (Balsley) who stated that secretarial practice courses on the high school level were "likely to be stenographic rather than

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[1] Vern Frisch, "Clerical Practice," American Business Education, XI (December, 1954), 91.

[2] Boldt, "Tracing the Evolution of Integrated Office Practice Courses," p. 22.

[3] Chronicle Occupational Briefs, p. 4. See also: Klein, "State of the Secretary," p. 229.

[4] The Changing Business Education Curriculum, pp. 169, 181-82, 188.

[5] John Roman, The Business Curriculum, Monograph 100 (Cincinnati: South-Western Publishing Co., 1960), p. 25.

secretarial."[1] In the late '40s Sister Magdalena also commented that "students take secretarial practice, but are placed in responsible stenographic positions. . . ."[2] In New York schools, the emphasis in secretarial practice courses was mainly on the skills.[3]

By 1950, according to T. J. Crawford, secretarial training was considered one of the most important areas of instruction.

> Secretarial training can no longer be considered a mere accumulation of isolated skills nor an assortment of skills in combination; it cannot be justified solely as a finishing course for basic skills poorly developed. It cannot ignore background knowledge, concepts, understandings, attitudes, habits, associations, etc. It must embody large purposes and include numerous courses in addition to skills. . . . It must include general education, basic business education, production typing, transcription, machines and clerical practice, office management, and work experience.[4]

Although his recommendations closely paralleled many of the identifying characteristics of a bona fide secretary, such as organization ability, initiative, efficiency, understanding relationships, and originality,[5] there was no indication that high school secretarial curricula or courses continued to emphasize more than the basic skills.

> High school will give her the fundamental tools: typing and shorthand. With these alone, she can get a job as a clerical worker or stenographer.

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[1] Irol Whitmore, "Courses of Study in Secretarial Office Practice and Transcription," The Changing Business Education Curriculum, p. 294.

[2] Sister Mary Magdalena, "The Knees No Longer Knock," Business Education World, XXIX (October, 1948), 106.

[3] Ibid.

[4] T. J. Crawford, "The Area of Secretarial Training," American Business Education, VI (May, 1950), 221.

[5] Ibid., p. 224.

> If she is ambitious and persistent, she will pick up the extra skills from others in her office, or through night school or correspondence courses, and eventually become a fine secretary, though this will take some years since a secretary must have mature judgment as well as special knowledge.[1]

There was a trend during the '50s toward the development of three separate curricula--bookkeeping, clerical, and secretarial or stenographic, rather than the one business curriculum consisting of bookkeeping, shorthand and typewriting, of former years. However, the demand created during the '50s for office workers resulted in lower rather than higher educational standards. (See page 215). As long as high school graduates with limited instruction were able to find jobs, there was no incentive to raise standards.

Bona fide secretarial positions in the '60s required education beyond high school. (See page 185). According to George Wagoner, "high school graduates may frequently obtain their initial jobs because of basic skills, but their advancement will depend primarily on broader knowledge."[2] High school programs even though called "secretarial," emphasized basic skills. Therefore, the high schools provided training for the job-entry stenographic positions rather than bona fide secretarial positions.

Private Business Schools

The private business schools which pioneered in shorthand and typewriting instruction continued to play a prominent part in secretarial education even though the majority of the business school

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[1] Jennings, Should You Be A Secretary? p. 5.

[2] George Wagoner, "The Certified Professional Secretary," Business Education Forum, XV (March, 1961), 29.

programs were actually stenographic. During the War when women could get good paying jobs with little or no training, enrollment in many business schools dropped about 60 per cent; many had to close. However, Katharine Gibbs, described as the "Ivy League of the shorthand circuit,"[1] not only maintained normal operations, but expanded by opening its Chicago school. Gibbs schools were dedicated to the proposition that the modern executive needed a high-calibre secretary.[2] Theirs was a polishing course designed to mold basic good qualities into a smooth, polished, alert secretary. They insisted that their students come from families of good background with the financial means to pay for secretarial training in the "same genteel atmosphere found in the best female finishing schools and colleges."[3] In addition, the school maintained a "good address," insisted on high scholastic standing, kept close relations with the business world, and spared no expense in helping students get the best possible positions.[4] Unlike many other schools, Katharine Gibbs placed its graduates directly into secretarial positions.

In 1942, 40 per cent of the students at Katharine Gibbs had some college training.[5] In 1949, 25 per cent were college graduates.[6] In

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[1]R. Magruder Dobie, "How To Educate a Secretary," Saturday Evening Post, February 12, 1949, p. 30.

[2]"Katie Gibbs Grads Are Secretarial Elite," Business Week, September 2, 1961, p. 43.

[3]Dobie, "How To Educate a Secretary," p. 118.

[4]Ibid.

[5]"How A Secretary Trains," Good Housekeeping, August, 1942, p. 28.

[6]Dobie, "How To Educate a Secretary," p. 30.

addition to the intensive course for college graduates, the school offered a two-year program which also included general education subjects. Everything in the curriculum, whether it was the two-year program for high school graduates or the one-year intensive course for college graduates, was geared to enhance the secretary's value to business.[1] Many Katharine Gibbs graduates held the cream of the nation's secretarial jobs as well as managerial positions.[2] Katharine Gibbs was one of the few schools that offered real secretarial education--general education and business administration courses in addition to the skills.

At the other extreme, there was the six-to-eight week short secretary-stenographic course instigated by the Elliott Business Schools in Texas during the secretarial shortage in the '40s. The course was based on concentrated, individual instruction. Eight out of every ten students were graduated from these short courses and placed on jobs. In comparison, only 12 out of 100 finished courses which required from five months to a year.[3]

In 1949 there were about 1,400 private secretarial schools in the country.[4] The typical "secretarial" curriculum in most of the business schools emphasized shorthand, typewriting, filing, and English, and took from nine to fifteen months to complete. In comparison, the stenographic course was from seven to nine months in length.[5]

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[1]"Katie Gibbs Grads Are Secretarial Elite," p. 44.

[2]Ibid., p. 51.

[3]"Mass Instruction," Business Week, August 19, 1944, pp. 102-3.

[4]Dobie, "How To Educate a Secretary," p. 30.

[5]Miller and Hamilton, The Independent Business School in American Education, pp. 30-31.

Just as different levels of secretarial work developed in business firms, different curricula developed in the business schools. As early as 1939, 122 business schools offered a longer program--executive secretarial.[1] Later titles included "professional secretarial," or "administrative secretarial" all of which were designed to prepare graduates to become private secretaries or administrative assistants to chief executives. These programs usually included more instruction in accounting and general business. In most instances, they were four semesters in length and often led to an Associate degree.[2] The executive secretarial programs varied in length from 18 months[3] to four years,[4] and all supposedly were training for the same position. For example, the 18-month executive secretarial course offered at the Minnesota School of Business "provides an excellent foundation for those who wish to become a Certified Professional Secretary."[5] At Dyke College, the four-year program "is designed to qualify the student as a professional secretary, the highest rank in the field of secretarial endeavor and equips the student to sit for the CPS examination."[6] The Minnesota School of Business private secretarial course was comparable

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[1] Miller, "A Critical Analysis," p. 62.

[2] Miller and Hamilton, The Independent Business School in American Education, pp. 31-32.

[3] Catalog, Minnesota School of Business, 1967-68, p. 26.

[4] Dyke College Catalog, 1967-68 (Cleveland Ohio: Privately printed), p. 237.

[5] Catalog, Minnesota School of Business, 1967-68, p. 26.

[6] Dyke College Catalog, 1967-68, p. 237.

to a stenographic course.[1] The highest ranking secretarial program at Dyke College was the executive secretarial program followed by the professional secretarial and the private secretarial courses.[2]

With the increase of specialized curricula, including executive and professional secretarial, the "secretarial" curriculum was very similar to the earlier "stenographic" curriculum.[3] This was evidenced not only by the previous examples, but also at Goldey Beacom Junior College, where the general secretarial curriculum was not a degree program, but the various specialized curricula led to an Associate in Arts Degree.[4]

In general, comparatively few private business schools offered the training required for bona fide secretarial positions. Like the high schools, most of the private business school programs stressed basic skills and were actually designed for job-entry stenographic positions.

College and University Training

In view of the requirements for the bona fide secretarial position, secretarial education was sadly lacking in the colleges and universities. Because of the dearth of college training for these

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[1]Catalog, Minnesota School of Business, 1967-68, p. 28.

[2]Dyke College Catalog, 1967-68, pp. 55, 60.

[3]Letter from Edward Bryant, President, Bryant McIntosh School of Business, Lawrence, Massachusetts, October 24, 1967. See also: Business school catalogs.

[4]Goldey Beacom Junior College Catalog, 1968-69 (Wilmington, Del.: Privately printed), pp. 17-22.

high-level positions, it is no wonder there has always been a shortage of competent secretaries. Throughout the entire period, businessmen hoped to hire the best trained, brightest person for the bona fide secretarial position, but more often had to settle for less. A background in general education was one sign of the most desirable prospective secretary. Executives could turn over to college-trained personnel much of the work they would otherwise have to supervise closely.[1] According to many experts,

> . . . you want somebody with at least two years of college, plus the usual secretarial training. Among executive secretaries, college is the trend.[2]

> Corporate officials from coast to coast are discovering that college-educated lasses make marvelous secretaries. . . . Today we try to get a girl who can handle routine correspondence and phone calls mostly on her own and who generally anticipates her boss' needs. To fill the bill, we're increasingly turning to college girls. . . . The feeling is becoming prevalent that if a new secretary is any good at all, she probably went to college.[3]

The general consensus seemed to be that "the more schooling a young person had, the better are the chances at top spots and for rapid advancement."[4] "The girls who entered office occupations directly from high school are expected to attend college at night if they wish to advance. . . ."[5] "Young people who have four years of college training

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[1]Edward S. Jones, Occupations Unlimited (Buffalo, Airport Press, 1948), p. 237.

[2]"Personal Business," p. 117.

[3]Ricklefs, "Take A Letter . . . ," p. 1.

[4]Jennings, Should You Be a Secretary? p. 5.

[5]Theresa M. Reilly, "The Quest For Quality Performance by Secretaries," Business Education Forum, XX (March, 1966), 19.

in the technics of secretarial work, and in the sciences and liberal arts, have a flying start."[1] College graduates were considered the "cream of the secretarial crop."[2] "College education, plus secretarial skills, will make her [the young woman graduate] eligible for top positions in the secretarial field."[3]

> A good secretary usually has at least some college education. . . . Regardless of her major, a college girl . . . can handle your personal affairs efficiently without having it interfere with her regular work.[4]

In addition to the above opinions on the college-trained secretary, education beyond high school was a distinguishing characteristic of bona fide secretaries. Over 50 per cent of the secretaries who passed the CPS Examination had more than a high school education.[5] From her survey, Bonnie Lockwood concluded that

> total school years beyond high school is more significant to passing the examination. . . . The Certified Professional Secretaries took more of their related work on the advanced level than did the non-passing group. . . .[6]

Very few with only high school training were able to pass the CPS Examination.[7]

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[1] Jennings, Should You Be a Secretary? p. 5.

[2] Knight, "That Girl in the Office," p. 89.

[3] Miller and Hamilton, The Independent Business School in American Education, p. 209.

[4] "Personal Business," p. 118.

[5] Lockwood, "A Study of the Duties and Characteristics of the Certified Professional Secretaries," pp. 37-38.

[6] Ibid., p. 38.

[7] Ibid., p. 86.

Business progressed so rapidly in the '60s, it required people who were able to adjust just as rapidly to change. Businessmen were expected to continue their education to be adequately prepared to make unfaltering decisions without hesitating. Therefore, secretaries needed "the education to prepare them to meet new challenges, to overcome new obstacles, and to make quick and unerring decisions."[1] "They will need a broad, general knowledge; and will need to be willing to learn more."[2]

Office managers believed that the aim of a secretarial curriculum should be the development of a "Girl Friday" in whom the employer could place full confidence to take care of all matters in his absence. They also pointed out that the deficiencies in most secretaries were in the areas of maturity, self-reliance, responsibility, willingness to help, and ability to get along with others. They believed that universities, rather than the high schools, were in a better position to provide the social, cultural, and educational background to develop these characteristics. Most high school graduates lacked confidence and were afraid to accept responsibility.[3]

Massachusetts Mutual Life Insurance Company required a junior college education and from two to four years' experience plus the necessary skills, maturity, and willingness to assume responsibility as requisites for promotion to a secretarial position.[4]

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[1]Neel, "The Secretary--No Longer a Scribe," p. 235.

[2]Ibid., p. 236.

[3]Mary F. Robek, "Secretarial Performance With Implications for the Curriculum," Balance Sheet, XLIV (December, 1962), 152-53.

[4]Derderian, Personal Letter.

Others also stressed the importance of college education for the executive professional secretary.

> In addition to the basic skills of shorthand and typing, the executive secretary needs an academic background in English, psychology, business law, accounting, and business organization and management, in order to meet and adjust to the complexities and diversified demands of employment. Executive Secretarial careers require a college level educational program.[1]

> The college-trained secretary is more mature, poised, self-confident and competent. English, social studies, languages, and other liberal arts courses are as important as business courses. A liberal arts college background with business should make a better professional secretary.[2]

> The right kind of educational background (for a competent secretary) is important. That means high school graduation plus business school, junior college or a regular four-year college.[3]

Most authorities agreed that the educational preparation for an executive secretary should be comparable to that of management majors and the employer, if the executive secretary was to be considered a member of the management team working with, rather than for, a particular executive.[4] "College training of secretaries is more important today than ever before."[5] "The demand for graduates from a sound secretarial administration program is tremendous and will certainly increase in the foreseeable future."[6]

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[1] Your Career As An Executive Secretary.

[2] Allgeier, "The Certified Professional Secretary," p. 408.

[3] "Should You Be A Secretary?" Changing Times, July, 1959, p. 39.

[4] "The Secretarial Future," p. 26.

[5] Popham, "Where Will Secretaries Come From," p. 18.

[6] Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 12.

However, in spite of the opinions and emphasis on higher education for bona fide secretarial positions, comparatively few colleges and universities offered programs in secretarial science. In 1940, 17 of 52 colleges and universities accredited by the Association of Collegiate Schools of Business offered programs in secretarial science. By November, 1943, this number increased to 37.[1] The secretarial shortage of the late '40s and '50s, the lowering of educational standards, and Sputnik resulted in secretarial studies being dropped from many college and university curricula.[2]

In the early '60s, with greater emphasis placed on higher education for secretaries, secretarial training was offered again in post-secondary institutions.[3] At that time, some 225 colleges and universities offered programs leading to degrees in secretarial studies.[4] In addition, most junior colleges offered secretarial programs which provided both skill training and general background.[5] Most, if not all, secretarial administration programs in colleges of business administration required the same core courses in business and liberal arts that were required in other business fields.[6]

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[1]E. E. Hatfield, "Collegiate Status of Secretarial Science Courses," Business Education World, XXV (October, 1944), 60.

[2]"World Council of Secretaries," p. 23.

[3]Kilby, "Secretarial Skills Are Still in Demand," p. 99.

[4]Jennings, Should You Be A Secretary? p. 5.

[5]Nardelli, "Professional Status for Executive Secretaries," p. 204. See also: Hayden, "Pioneering A Profession," p. 30, and Kilby, "Secretarial Skills Are Still in Demand," p. 99.

[6]Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 10.

According to Walter Nardelli, "secretarial work must be upgraded."[1] The National Secretaries Association attempted to do just that through its CPS Examination (see page 196). Secretaries and employers requested advanced education, but the colleges phased out their secretarial programs. By 1967, many of the institutions which offered secretarial training in the early 1900s no longer provided it. Among those were Cedar Crest College,[2] Columbia University,[3] Connecticut College,[4] University of Minnesota,[5] Northwestern University,[6] and the University of Vermont.[7] Donald Campbell's study also revealed that 40 of the 222 collegiate institutions which provided secretarial science programs in 1962 had dropped that program in 1966.[8]

The caliber of education most desirable for the bona fide secretarial position should, evidently, be found in the colleges and

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[1]Nardelli, "Professional Status for Executive Secretaries," p. 204.

[2]Kriebel, Personal Letter.

[3]Letter from Garland C. Owens, Associate Dean, Columbia University, September 28, 1967.

[4]Snider, Personal Letter.

[5]Letter from Paul V. Grambsch, Dean, School of Business Administration, University of Minnesota, September 29, 1967.

[6]Letter from Russell N. Cansler, Director of MBA Placement, Northwestern University, November 23, 1967.

[7]Letter from Malcolm F. Severance, Chairman, Department of Economics and Business Administration, University of Vermont, Burlington, October 3, 1967.

[8]Donald Campbell, "Curriculum Patterns in Four-Year Secretarial Science Programs in Selected Colleges and Universities of the United States" (unpublished Ed.D. dissertation, University of North Dakota, 1967), p. 40.

universities. Where a high school diploma was an entre to many occupations a few decades ago, by 1966 "a college diploma was a requirement for the same type of occupation."[1] An increasing number of requests for the more promising jobs demanded some college education.[2] Secretaries themselves acknowledged the importance of education to their positions also.

> No longer will finishing high school or business school be sufficient. Even a college degree may become a basic requirement for those entering the secretarial profession. . . .[3]

> Education which broadens culture and an understanding of fundamentals of business administration and management is reflected in poise, attitudes, and judgment. The time may come when college training in business administration will be a requisite for top-level secretarial positions.[4]

According to Mearl Guthrie, it was the responsibility of the colleges and universities to provide business with efficient college-trained secretaries.

> Secretarial administration is and should be an important specialized area of the college of business administration. It provides an opportunity for the young woman to get a sound education in business with a broad background in liberal arts and provides her with the skills necessary to make her employable in modern business. . . . Colleges of business administration should do everything possible to improve their secretarial administration programs.[5]

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[1]Reilly, "The Quest for Quality Performance by Secretaries," p. 19.

[2]"The Secretarial Future," p. 27.

[3]*Ibid.*, p. 26.

[4]Popham, "Where Will Secretaries Come From?" p. 13.

[5]Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 12.

Continuing Education

In addition to the emphasis on broader basic education before obtaining a position, the importance of continuing education for the secretary became more apparent in the '60s. "Continuing education is no longer a luxury, it is a necessity."[1] Individual companies, universities, and the professional associations all provided opportunities for the secretary to expand her knowledge and keep up to date. In September, 1960, McGraw-Hill Publishing Company initiated its first Executive Secretarial Training Program for selected college graduates.[2] New York University offered secretarial and executive seminars for senior secretaries to enable them to advance in their jobs. The first of these in-company workshops was offered to the Bank of New York in 1959.[3] Penn State Extension Service also provided secretarial workshops for individual companies and groups of smaller companies.[4]

Most of the professional associations compiled manuals, study guides, and selected bibliographies to aid their members to continue their education. In addition, the National Secretaries Association also sponsored workshops for Certified Professional Secretaries. (See page 195).

The Business and Professional Women's Clubs, also interested in continuing education for women, created a Foundation in 1956 "to carry

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[1]Jones, "Certified Professional Secretary," p. 18.

[2]"Open Sesame--Secretarial Jobs That Lead Up," Today's Secretary, LXIII (February, 1961), 28-29.

[3]"Schools For Secretaries," Today's Secretary, LXVII (September, 1964), 90.

[4]"Secretaries Analyze Their Problems--and the Boss," Business Week, June 30, 1951, p. 78.

on educational, literary, scientific and charitable activities for the benefit of business and professional women."[1] Because of the increased interest in continuing education for women since 1960, Jeanne Spiegel, Librarian for the Foundation, compiled an annotated bibliography entitled Continuing Education for Women.[2]

Secretarial Salaries

Perhaps the most distinguishing feature regarding secretarial salaries throughout the entire period was the extreme variability, depending on the company, the level of secretarial work, and the geographic location. Secretarial salaries during the '40s were difficult to ascertain because most salary surveys did not distinguish between secretarial positions and general clerical.[3] The few available reports indicated that, in the early '40s, the capable, experienced secretary received about $25 a week. The war-time demand raised that to $35 in 1942,[4] while in New York City secretarial salaries ranged from $19 to $60 a week with an average of $39.35.[5] However, Katharine Gibbs graduates received salaries ranging from $25 to $100 a week in 1942.[6]

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[1]Fact Sheet #1, National Federation of Business and Professional Women's Clubs, p. 5.

[2]Jeanne Spiegel, Continuing Education For Women, Business and Professional Women's Foundation (Privately printed pamphlet), 1967.

[3]"How Do Your Office Salaries Compare?" Business Week, July 17, 1948, p. 98. See also: "Salaries of Clerical Workers in 20 Cities, April, 1943," Monthly Labor Review, LVII (August, 1943), 348-49.

[4]"Girl Problem," p. 80.

[5]"Weekly Salaries of Clerical Workers in New York City, December, 1942," Monthly Labor Review, LVI (June, 1943), 1200.

[6]"How A Secretary Trains," p. 28.

In 1945 Senate secretaries received $5,040 a year.[1] This was increased to $6,000 in 1946. However, it was rumored that one or two Senate secretaries received as high as $20,000.[2]

Secretarial salaries increased during the '50s. Between 1950 and 1954 a survey of office workers in nine cities indicated a 23 to 28 per cent increase in average salary in all industries.[3] In that same period, specific studies in various cities throughout the country revealed a low of $39.50 a week in Boston in 1950[4] to a high of $100 a week in Houston in 1953.[5] The average weekly salary of Certified Secretaries in 1951 was $75.[6] In 1953, an average executive secretary received $84 a week; a secretary with less responsibility, $71. Most salary surveys, though, excluded the super-secretary who received $8,000 to $10,000 a year.[7]

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[1]"The Worst Job in the World," p. 73.

[2]White, "Anything for a Constituent," p. 31.

[3]Lily Mary David and Ruth W. Benny, "Salaries of Women in Office Work, 1949 to 1954," Monthly Labor Review, LXXVII (September, 1954), 972, 975.

[4]"Steno Shortage," p. 121.

[5]"Everything for the Girls," p. 74. See also: "A Model Secretary," Life, March 12, 1951, p. 121; "Labor Crisis--Clerical," Business Week, May 19, 1951, p. 25; "Salaries Follow Wages Up the Spiral," Business Week, June 14, 1952, p. 154.

[6]Lockwood, "A Study of the Duties and Characteristics of the Certified Professional Secretaries," p. 87.

[7]"Everything for the Girls," p. 74.

Salaries increased very little from 1953 to the end of the decade. The average salary for an experienced secretary was about $100 a week.[1] The top salary was unlikely to be higher than $6,000 a year, except for a few executive secretarial positions which paid $10,000 or more.[2]

Secretarial salaries increased again in the '60s. Starting salaries ranged from $55 for a run-of-the-mill graduate to $90 for Katharine Gibbs graduates. The experienced executive secretary earned between $100 and $200 a week.[3] The average weekly salary for secretaries in 17 metropolitan areas was $99.50,[4] with a range from $81 to $108.50.[5] The increase in salaries between 1960 and 1965 was further indicated by the following:

> In 1960 the average salary was $85-$100 a week. In 1965, it was $110 to $130 with many companies providing profit-sharing plans or special bonuses.[6]
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> An inexperienced college graduate with secretarial skills can often start at $95 a week [in 1965], compared with $70 or

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[1]"White-Collar Lead," Business Week, August 8, 1959, pp. 56-57. See also: "Good News for Office Workers," U. S. News and World Report, June 29, 1956, p. 95; James Meehan, "Profile of An Office Worker, 1957," Balance Sheet, XXXVIII (April, 1957), 348; Mitgang, "Global Survey of Secretaries," p. 17.

[2]"Should You Be A Secretary?" p. 38.

[3]"Katie Gibbs Grads Are Secretarial Elite," p. 43.

[4]Occupational Outlook Handbook, 1966-67, p. 283.

[5]1965 Handbook on Women Workers, p. 139. See also: Frederick W. Mueller, "Clerical Salaries in New York City Since 1948," Monthly Labor Review, LXXXII (January, 1959), 10; "Clerical Workers' Salary Survey," National Business Woman, XXXVI (April, 1957), 6.

[6]"More Pay," p. 84.

> $75 five years ago. . . . The salary is usually at least $15 a week more than a high school graduate can command.[1]

The 1965 American Management Society survey reported that salaries of secretaries to middle-management men averaged $97 a week; to top-level management, $112.[2]

Executive secretarial salaries were, as a rule, considerably higher than those of the average secretary. Although they varied considerably from one company to another, many reported receiving more than $10,000 a year with several earning $22,000 and $25,000. One major corporation paid its executive secretaries $8,000 to $9,000 and others paid less.[3] However, there seemed to be no ceiling on the potential salary of an executive secretary.[4]

Secretarial salaries varied tremendously not only from one company to another, but from one part of the country to another. Salary seemed to depend on the individual secretary's worth to a particular company, her experience, and education. However, it seemed as if approximately $100 a week has been indicative of the bona fide secretarial salary since the early '50s in spite of the rising cost of living and increased education and responsibilities expected of the secretary. Bunker C. Hill, a California newsman, suggested in September, 1967, that secretaries be paid 10 per cent of their boss' salary in addition to

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[1]Ricklefs, "Take A Letter . . . ," p. 1.

[2]Two Million Women Can't Be Wrong, p. 4.

[3]"Right-Hand Women," p. 17.

[4]"The Executive's Long Right Arm," p. 43.

their own salary to compensate for all the "extra services" they render![1]

Automation and the Secretarial Position

Office mechanization, often referred to as "automation," which actually started in 1874 with the advent of the typewriter into business offices, increased during the first World War with the introduction of more dictating and duplicating equipment. During the secretarial shortage, many employers thought the increased use of machines would help alleviate the lack of personnel, since only about 15 per cent of office work was performed by machines.[2] With technological advances and increased paper work in the late '50s and '60s, office mechanization received more attention in relation to office positions--particularly the secretarial position.

In order to determine the effect of automation, one must understand what is meant by the term. When it was first coined, accidentally, in 1946 by a Ford Motor Company vice-president, automation described "a complex machine process that performed automatically a series of operations formerly performed by many individuals and operators."[3] Some authors define automated machines "as those that not only perform certain operations, but are able to correct those operations when

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[1]Bunker C. Hill, Los Angeles Newsman interviewed by Johnny Carson on the Johnny Carson Show, NBC-TV, September 7, 1967.

[2]McCormick, "That Amazing Secretarial Shortage," p. 33.

[3]Sally Dorst, "The Secretarial Challenge . . ." Today's Secretary, LXVI (October, 1963), 23.

circumstances change."[1] However, office automation has been defined as "the mechanical handling of information and data," which usually refers to

> machines capable of sorting, storing, and recording information; those that can convert data to other uses such as computers that prepare payrolls, keep track of inventory, control customer billings, and the like. Often these tasks are lumped under the heading Electronic Data Processing. Electric typewriters and automatic word-writers, complex office communication-transcription installations, and photo-copying equipment are other examples of office automation.[2]

When more highly refined computers were developed, many kinds of decisions were reduced to clear-cut rules which a computer applied more accurately and more rapidly than humans. Basically, though machines did not think; computers did only what humans told them to do.[3]

The general consensus of businessmen and secretaries was that automation had no effect on the bona fide secretarial position, but rather enhanced it. Machines, devised to perform the more routine aspects of the position, left the secretary freer to devote more time to the personal, creative phases of the position. This aspect along with the decision-making, human relations functions of the secretarial position increased the need for more competent secretaries.[4]

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[1] Ibid.

[2] Ibid.

[3] Ibid., p. 24.

[4] Bernice Fitz-Gibbon, "Machines for Dictators? Hardly," New York Times Magazine, December 6, 1959, p. 82. See also: Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 10; Chronicle Occupational Briefs, p. 4; and Occupational Outlook Handbook, 1966-67, p. 283.

> No machine will ever develop understanding, promote good will, adopt its mood to that of the employer, greet callers, display human interest, etc.[1]

> All indications point to the fact that it is the mediocre secretary who is likely to be replaced by a machine. . . . The good secretary need not fear automation. . . . Machines will eliminate business' need for the ill-equipped secretary. The machine will free the good secretary from the petty, routine jobs and make her a more important person.[2]

> The anticipated increase in the use of automation in office procedures is not likely to affect the demand for competent, well-trained secretaries.[3]

If anything, automation upgraded the basic requisites for the bona fide secretarial position. A secretary's general education and knowledge needed to be expanded,[4] with more emphasis on general concepts.

> Training in fundamentals is going to be the best kind of training for workers in a mechanized office. Students are going to have to be more responsible, able to think for themselves, and have a more solid foundation in logic and mathematics. . . . [High school graduates] will rarely be hired by anyone as a secretary, yet the jobs she is qualified for won't lead to promotion. Already some of the automated companies relegate the commercially educated high school graduate to clerk-typist or key-punch operator positions. . . . As a member of a typing pool, the high school graduate might be promoted to the transcription center where she would occasionally be called upon to take dictation as well as transcribe machine-dictated material. But this is as far as she is likely to go. . . .[5]

> Automation will increase the secretary's need for education; her job in the future will call for less manual and routine

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[1]Hobson, "Literal Arts in the Education of an Executive Secretary," p. 48.

[2]Dorst, "The Secretarial Crisis," p. 73.

[3]*Chronicle Occupational Briefs*, p. 4.

[4]Irol Whitmore Balsley, "Recent Developments in Secretarial Science," *American Business Education*, XV (May, 1959), 262.

[5]Dorst, "The Secretarial Challenge . . . ," pp. 74, 77.

work, with more of her time being spent in decision-making and assisting her boss in essential tasks.[1]

More than ever before, the position demanded a person who could assume responsibility, exercise initiative and creativity, and become more involved in administrative affairs.[2] In addition, human problems became more important and time consuming. Executives needed someone to deal with rumors, tensions, and personality clashes.[3] "The secretary will be a principal humanizing influence in the office."[4] The following excerpts are typical of similar opinions:

> Automation has reduced the human element, but the personal relationship of the employer to the secretary makes her position more important. She is often the vital connection between her employer and the other employees and between her employer and those outside the company. As machines take over, duties and responsibilities of the secretary become more significant.[5]

> The quality of productive performance is the secretary's raison d'etre--no machine can replace a 'quality' person in judgment, in dependability, or in versatility of performance.[6]

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[1]"25-Year Members Honored at Silver Anniversary Luncheon," The Secretary, XXVII (September, 1967), 22.

[2]Ruth Bruner, "Automation and the Secretarial Subjects," Balance Sheet, XLVI (September, 1964), 10-11.

[3]Becker, "You'll Never Have It So Good," p. 82.

[4]"Change and Challenge," The Secretary, XXVII (June-July, 1967), 50.

[5]Popham, "Opportunities in Office Occupations," p. 63.

[6]Reilly, "The Quest for Quality Performance by Secretaries," p. 19.

E. A. Rule,[1] Martha Lear,[2] and Ralph Knight[3] also expressed the same idea.

Automation added impetus to the administrative assistant aspect of the secretarial position. Many more secretaries were handling less and less dictation and typewriting which enabled them to function more fully as administrative assistants to their employers.[4] "Machines can never replace satisfactorily the talents and abilities of the secretary who is, in effect, a member of her boss' administrative team."[5]

However, automation affected general office organization which indirectly affected the secretarial position. Increased specialization eliminated advancement from one level to the next, and many middle management positions disappeared, thus eliminating their secretaries. The former secretarial stepping stones were also eliminated. With automation, the more routine aspects of the secretarial position--shorthand, typewriting, and filing--were handled in service areas. Jobs in these areas did not lead to secretarial positions.

As a result of this centralization, a secretary was assigned to several minor executives. Fewer top-level secretarial jobs were available. With older, more mature women, who stayed with one executive longer, holding these positions, competition for the top spots

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[1] Rule, "The Business Man Speaks About His Secretary," p. 297.

[2] Lear, "The Amanuensis," p. 121.

[3] Knight, "That Girl in the Office," p. 90.

[4] "White-Collar Jobs Blossom Again," Business Week, April 25, 1959, p. 34. See also: "Clerical Occupations for Women," p. 11; "Change and Challenge," p. 50.

[5] "Be Kind To Your Secretary," p. 72.

increased.[1] Reorganization and elimination of stepping-stone positions also eliminated the need for company training programs and firms looked to the schools for trained personnel. Therefore, the secretary in an automated office had to obtain more education in school--preferably college.

"There will be no place for mediocre performance."[2] Employers will seek a girl "who knows her 'way with words,' who is equally at home at the typewriter or greeting clients . . . one who is flexible, adaptable, able to use her mind intelligently and creatively."[3] Even though the bona fide secretary remained indispensable in spite of automation, she still had to earn the right _not_ to be replaced.[4]

The Typical Secretary

The typical secretary of the '60s was 40 years of age or older, married, and often had grown children. In contrast, the secretary of the '40s was between the ages of 20 and 30 and almost always unmarried. In the '60s women returned to work after raising their families and continued to work for at least an average of 28 years.[5] Their steadiness, mature judgment, and deeper sense of responsibility were distinct assets for the secretarial position of the '60s.[6]

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[1]"The Competition's Coming," _Today's Secretary_, LXIII (October, 1960), 57.

[2]"Secretary Wanted . . . Over 40," p. 9.

[3]Dorst, "The Secretarial Challenge . . . ," p. 77.

[4]"Be Kind To Your Secretary," p. 72.

[5]_Two Million Women Can't Be Wrong_, p. 9.

[6]Knight, "That Girl In the Office," p. 90.

In the '40s and '50s, mainly because of the secretarial shortage, most secretaries had only a high school education,[1] even though the majority of the Certified Professional Secretaries had at least two years of college. The trend into the '60s was toward an emphasis on college-trained secretaries. However, with or without college, the bona fide secretary had above-average intelligence, a good general education background, and a willingness to improve and advance her education.[2]

Except during the period of the dire shortage, most secretaries had six to ten years' experience before assuming secretarial status.[3] "The position must be earned through training, experience, ability, personality and hard work."[4] However, there was a trend in the '60s to place junior and senior college graduates directly into secretarial positions when there were no eligible employees within the company.[5]

In the early part of the period more attention was given skills, whereas in the '60s the emphasis was on ability to be an assistant and to handle human relations problems.

> It is the secretary's personality and personal qualifications that raise her above the level of an ordinary stenographer to the position of confidante or executive assistant.[6]

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[1] Irene Place, "Secretarial Work in 1959," p. 11.

[2] Audrey Schmidt, "Times Have Changed," Today's Secretary, LXVIII (October, 1965), 44.

[3] Lloyd, "New Secretarial Opportunities," p. 76. See also: Irene Place, "Secretarial Work in 1959," p. 11.

[4] Irene Place, "Secretarial Work in 1959," p. 14.

[5] Reilly, "The Quest for Quality Performance by Secretaries," p. 19.

[6] Irene Place, "Secretarial Work in 1959," p. 12.

It has been predicted that the greatest employment growth during the next few years will be in jobs for women, particularly those in the 45 to 54 age bracket, for those with college degrees, and for those going into the professions and service fields. Specifically, one of the most rapidly expanding areas will be the secretarial field.[1]

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[1]Sylvia Porter, "Your Money's Worth," Grand Forks Herald, March 15, 1968, p. 4.

CHAPTER VI

SECRETARIAL SPECIALTIES

Every business, industrial, professional, or government activity benefited from the services of a competent secretary. Although the basic requirements and qualifications for the secretarial position were the same in every office, each business had its peculiar vocabulary which had to be mastered after a secretary was on the job. In some offices, the extensiveness of the special vocabulary and problems pertinent to a particular firm required previous specialized training before obtaining a position for the secretary to be of maximum usefulness to her employer.

The trend in the '60s was toward specialization in the secretarial field.[1] The secretarial specialist was usually employed by men and women of high professional standing who would not tolerate second-rate work.[2] Therefore, many business schools offered secretarial programs designed specifically for particular types of work. According to Jay Miller, in 1948, "business schools and junior colleges have been placing increased emphasis upon specialized training."[3] In many cases,

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[1]Marie Zweegman Yates, "Secretarial Specialization, What Are We Doing About It?" Balance Sheet, XLIII (October, 1961), 58.

[2]"Specialist Secretary," Scholastic, L (April 7, 1947), 32.

[3]Jay W. Miller, "Specialized Secretarial Training," Balance Sheet, XXIX (March, 1948), 306.

"the secretary with specialized training could go from school to a secretarial position without having to work up through the ranks."[1] At least two years of college were recommended for many of the specialized secretarial jobs."[2] The four-year colleges and universities believed that it was not within their province to train for a specific field, but rather to provide a well-rounded general education.[3]

Legal and medical secretarial work were considered secretarial specialties as long as shorthand had been used. In the "age of specialization" additional secretarial specialties developed, such as educational, technical and engineering, church, advertising, and foreign service.

The Legal Secretarial Position

"The first legal secretary predated the invention of the typewriter. Her penmanship and artistry of recording placed her in the abstract office, where much copy work was done."[4] As pointed out in Chapter II, shorthand was originally used in courts and for legal work--a field monopolized by men. As early as 1649, shorthand was used in successfully reporting court trials.[5]

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[1] Evangeline Markwick, "Secretarial Training In Junior College," Business Education World, XXVI (September, 1945), 6.

[2] Clerical Occupations for Women Today and Tomorrow, p. 12.

[3] Silverthorn, Personal Letter. See also: Campbell, "Curriculum Patterns in Four-Year Secretarial Science Programs," pp. 202-3.

[4] Kenneth B. Coffin, "On the Side of the Law," Today's Secretary, LXVII (October, 1964), 50.

[5] Gregg, "A Short History of Shorthand," May, 1922, p. 334.

Stenographers associated with legal work had their own stenographic association as early as 1873. On January 3, 1880, the association held its Seventh Annual dinner at Delmonico's in New York with about 40 men present.[1] Many articles in the early periodicals dealt exclusively with the male law stenographer.[2] Even in the 1890s it was recognized that stenographers in broker's offices and law offices needed a wider range of information and needed to be informed on legal terms and the handling and preparation of specific legal documents.[3] The Scott-Browne Business School was one of the first to offer special training for legal reporting in 1874. (See page 29). In the Heald Business College Catalog reference was also made to training for the position of law clerk.[4]

Just as women were gradually accepted in the business offices and replaced men in the general secretarial positions, so were they accepted in law offices, first as typists, then stenographers, and finally as secretaries. In 1914, Margaret Post reported on 75 legal secretarial positions. In addition to high-grade stenography, these secretaries had to possess a knowledge of Latin and an elementary knowledge of law. Their work included all kinds of filing and clerical work,

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[1] Browne's Phonographic Monthly, V (January, 1880), 8.

[2] "The Law Stenographer," Frank Harrison's Shorthand Magazine, IV (June, 1892), 35.

[3] Joe Howard, "Address to the Metropolitan Stenographer's Association," Frank Harrison's Shorthand Magazine, V (November, 1893), 241.

[4] Heald Business College Catalog, p. 49.

accounting, private correspondence, library work, court reporting, and executive supervision of a staff of clerical assistants and office routine.[1]

In the large offices, particularly, legal secretaries were expected to prove themselves and work up through the steno pool. They were promoted from within.[2] The legal secretary was also expected to have a good general education and knowledge of technical legal vocabulary, but the various policies and procedures concerning the law came only from actual work in law offices.[3]

Although a few business schools offered an isolated course or two for students interested in legal work, in general, there was no specialized curriculum until the '50s. Gray's study in 1929 revealed a need for legal secretarial training.

> One field of training for the stenographic and secretarial worker seems to be neglected at the present time. . . . A lawyer . . . refers to a legal stenographer or secretary. The lawyers did not seem to be able to tell exactly wherein the difference (between legal steno and steno) lay, but they did know that girls with good training of a general type and even successful experience in a well-known financial organization were totally unable to handle the work of a law office without extensive training.[4]

Mr. Maroney, a practicing attorney, indicated that schools could provide attorneys with more valuable stenographers if they were given an

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[1]Post, "Opportunities for Women in Secretarial Service," p. 122.

[2]Dorothy H. Veon, "A Secretary in a Large Law Firm," Journal of Business Education, XXVIII (February, 1953), 194-96.

[3]Barbara Wiest, "Strictly Confidential," Today's Secretary, LXIII (March, 1961), 26.

[4]Gray, "The Need of Four Years of Collegiate Training," p. 60.

understanding of an attorney's practice and were trained in legal shorthand.[1] The attorneys' demands for specially trained stenographers and secretaries encouraged schools to add legal secretarial programs to their offerings. Burdett College seemed to be the first to offer a special legal secretarial curriculum in 1953.[2] However, an Auburndale, Massachusetts, business school (now known as Lasell Junior College) included a course, "Lectures on Common Law," as early as 1878.[3]

The specialized curricula were offered in the private business schools and junior colleges. Neither the high schools nor the colleges and universities offered specialized programs. The typical legal secretarial curriculum was a two-year program which included, in addition to the basic stenographic skills, legal dictation and transcription, legal procedures, legal terminology, and legal documents.

Bryant and Stratton's description of the legal secretarial curriculum was typical of that offered by most of the schools.

> The purpose of this course is to provide specific training in all fields necessary for success as a Legal Secretary. . . . The course includes specific training related to the legal profession; i.e., terminology, dictation and typewriting using the terminology, particular forms and practices relating to the legal field, providing the graduate student with sufficient knowledge and skill to obtain employment in the field and perform as an 'experienced' employee would.[4]

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[1] Markwick, "Secretarial Training in Junior College," p. 7.

[2] Burdett, Personal Letter.

[3] Chapman, Personal Letter.

[4] _Course Description._ Bryant and Stratton College (Chicago: Mimeographed, n.d.).

Eula Mae Smith Jett founded the first Legal Secretaries Association in Long Beach, California, in 1929.[1] By 1934, Los Angeles, Pasadena, and San Diego also had an association. These chapters formed the "California Federation of Legal Secretaries, "which became "Legal Secretaries, Inc. (of California)" in 1940. This organization became the core of the National Association of Legal Secretaries which was formed in 1949 and incorporated August 1, 1950. Mrs. Louise Cord, a charter member of the San Diego Legal Secretaries Association and the first state president of the California Federation, served as the National Association's first president. The Association, which became international on August 1, 1959, was based on principles of service: service to legal secretaries, to attorneys, to the courts, and to the general public.[2]

To be eligible for membership, a person had to be

> . . . licensed to practice law or engaged as a secretary, stenographer, typist, or clerk in any law office; any person employed in the courts, the trust departments of banks, or trust companies or in any public or private institution directly engaged in work of a legal nature, including all public offices, meeting the qualifications of the association. An applicant must be employed in order to seek membership and some local chapters require prospective members to meet specified experience qualifications.[3]

Membership in the Association provided

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[1]Letter from Mrs. Haru K. Hains, President, National Association of Legal Secretaries, December 5, 1967.

[2]The Whys and Wherefores of the National Association of Legal Secretaries (Privately printed pamphlet), December, 1966, p. 3.

[3]So You Want To Be a Legal Secretary, National Association of Legal Secretaries (Privately printed pamphlet), January, 1967, p. 10.

> . . . opportunities to further the education of those engaged in legal secretarial work and cooperate with attorneys, judges, and bar associations in stimulating a high order of professional standards and ethics. Its most prominent objective is to unite all persons employed in legal work so that ideas may be exchanged and knowledge increased.[1]

The Legal Secretaries Association was also concerned with professionalism. Marjorie Keaton admitted that "the most difficult task legal secretaries face is to convince the public that legal secretaryship is a profession. To do so they must be convinced themselves."[2] However, legal secretaries had an advantage over other secretarial groups in achieving professional recognition. Because it was a specialized group, the members had a closer tie with each other. Since most worked for members of the American Bar Association, the Association's activities were constantly publicized in the attorneys' journals and magazines. In addition, they believed there was a certain amount of natural prestige in being associated with lawyers who were recognized professionals.[3]

The Association also sponsored a certifying examination consisting of six parts: written communication skill and knowledge, human relations, secretarial procedures and office management, secretarial accounting, legal terminology, techniques and procedures, and legal secretarial skills.[4] The examination, approved at the 1958 annual

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[1] Ibid.

[2] Kenneth B. Coffin, "On the Side of the Law," Today's Secretary, LXV (September, 1962), 43.

[3] Ibid., p. 94.

[4] Your PLS Examination, National Association of Legal Secretaries (Privately printed pamphlet, n.d.).

meeting in Miami, Florida, was given for the first time in 1960 at which time 18 legal secretaries tried and three passed.[1] To take the examination, an applicant had to be a member of the National Association of Legal Secretaries, have five years' experience as a legal secretary, and furnish five letters of recommendation one from a member of the American Bar Association and one from her present employer. These letters had to recommend her as a person of honorable deportment and certify her as a secretary who adhered to the Code of Ethics of the NALS. The examination cost $50 and was given the last weekend in March and October of each year.[2] In 1967 there were 93 Professional Legal Secretaries.[3]

The National Association of Legal Secretaries also stressed basic education and continuing education to develop and maintain professionalism. The Association prepared a "Manual for the Legal Secretarial Profession," suitable as a college text or as a reference for the experienced secretary,[4] and an outline for a Professional Course for Legal Secretaries.[5] In addition, it published an extensive bibliography[6] from which the secretary could choose material to increase her knowledge and

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[1]Clara Lagow, "Progress Toward Professional Recognition," The NALS Docket, June-July, 1967, p. 8.

[2]Your PLS Examination.

[3]Lagow, "Progress Toward Professional Recognition," p. 9.

[4]Whys and Wherefores of the National Association of Legal Secretaries, p. 4.

[5]Hains, Personal Letter.

[6]Your PLS Examination.

prepare for the Professional Legal Secretary Examination. The Association also awarded an annual scholarship, $1,000 in 1967, in addition to the scholarships awarded by local and state organizations.[1]

The Legal Secretaries Association also participated in the National Secretaries Association's Future Secretaries Program,[2] was a member of the World Council of Secretaries (see page 207), and cooperated with the American Bar Association in sponsoring local and national programs and workshops.[3]

The Code of Ethics by which its members were bound was adopted as follows:

> The first duty of a legal secretary is loyalty to her employer.
>
> It shall be the duty of every legal secretary at all times to maintain a high standard of courtesy in all contacts with law offices, clients, courts and any and all persons.
>
> It shall be unethical for any secretary or employee in any law office to divulge the contents of any document in the possession of her employer without first having obtained the consent of said employer, or to discuss, maliciously or otherwise, with any person, matters of a confidential nature, knowledge concerning which may come to her by virtue of her employment.
>
> It shall be the duty of every legal secretary to maintain harmonious cooperation with her associates.[4]

Alice McLaughlin's description of the qualifications of a legal secretary adequately summarized all opinions. The legal secretary was highly proficient in the skills--120-140 words a minute in shorthand

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[1]Hains, Personal Letter.

[2]So You Want To Be A Legal Secretary, p. 10.

[3]Hains, Personal Letter.

[4]The Whys and Wherefores of the National Association of Legal Secretaries, p. 2.

with accuracy and errorless typewriting.[1] She had to be intelligent, discerning, and industrious and be able to work under emotional and physical pressures with efficiency, poise and diplomacy. She had to be a master of the English language and legal terminology and have a well-rounded background in legal format and procedures. She had to possess an appreciation of the legislative, judicial, and executive nature of the social order and be an able confidante to her employer. In addition, she had to be able to do legal research, conduct interviews to obtain specific information, and be able to maintain complete financial records.[2]

According to Doris Anderson, a legal secretary

> . . . is one of the most privileged of people. She is a specialist in a difficult, demanding and meticulous field--a scribe, assistant to her employer and a repository of confidences. Trouble is her business and she must possess the ability to look at the problems of others with complete detachment.[3]

Legal secretarial salaries varied widely depending on the geographic location, supervisory responsibility, training, experience, ability, and type of practice in which the employer was engaged. In 1914, beginning salaries in law offices were $8 to $12 a week. Most of the secretaries in Margaret Post's survey received $12 to $18 a week. After years of experience and continually increasing her value to a

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[1] Clerical Occupations for Women Today and Tomorrow, p. 13.

[2] Alice McLaughlin, "The Legal Secretary--A Growing Career," Business Teacher, XLII (January-February, 1965), 17.

[3] Wiest, "Strictly Confidential," p. 26.

firm, a legal secretary could earn $20 to $30 a week.[1] In 1947, a legal secretary with special training earned $50 to $60 a week. After several years' experience, she could earn $4,000 to $7,000 a year.[2] In St. Louis in 1957, the salary for a beginner was $50 to $55 a week.[3] The general consensus was that legal secretaries received slightly higher salaries than general secretaries, but there were no figures to substantiate it. In fact, in St. Paul, "legal secretaries are probably paid less than the average secretaries in the general business area."[4]

In addition to securing employment with law firms, the legal secretary was employed by trade associations, corporations, courthouses, on the staffs of State and Federal legislators, and in other business offices in which a great deal of legal work was required. The field was described as "undercrowded."[5]

The Medical Secretarial Position

Recognition of the medical specialty also dated back to the early business schools. In 1874, the Scott-Browne Business School trained for medical reporting. (See page 29). In 1878, the doctors of the East Tennessee Medical Society expressed their approval and

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[1]Post, "Opportunities for Women in Secretarial Service," p. 122.

[2]"Specialist Secretary," p. 32.

[3]"The Secretary: Girl of the Year," p. 21.

[4]Letter from S. R. Sturm, President, Globe Business College, St. Paul, October 24, 1967.

[5]*Clerical Occupations for Women, Today and Tomorrow*, p. 12.

appreciation of having full shorthand reports of all their meetings.[1] In 1894, William Whitford, official stenographer of the American Medical Association, commented that medical reporting was the most trying and difficult of all shorthand work. In one paper there might be hundreds of different terms for which the stenographer had to know the outlines and meanings. The early medical reporter took notes at lectures given in medical colleges, hospitals, conventions, and comments at post mortem examinations, and, on occasion, at an operation. He was also expected to be familiar with the names of all the eminent German, Russian, French, and Italian surgeons and physicians.[2]

In 1917, The Gregg Writer[3] included special articles, vocabulary, shorthand plates, and tips for reporting medical testimony to assist stenographers who worked in medical offices or aspired to such positions.

The basic educational and personal requirements were the same for the medical secretarial position as for the general secretarial position. However, there were two opinions regarding the medical secretarial position. One opinion was that the medical secretary was, first of all, trained as a secretary, but she was called upon to sterilize instruments, prepare solutions and do elementary laboratory work such as urinalysis, hemoglobin, blood counts, and metabolism tests.[4] Doctors

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[1] C. L. Stratton, "Advantages of Shorthand to Medical Societies," Browne's Phonographic Monthly, III (October, 1878), 186.

[2] "Medical Reporting," Frank Harrison's Shorthand Magazine, V (May, 1894), 372.

[3] The Gregg Writer, XIX (July, 1917), 561-63. See also: The Gregg Writer, XX (October, 1917), 90-91.

[4] "A New Course for Girls," School Life, XXV (April, 1940), 216.

preferred a well-trained secretary first and, secondly, one who could perform some laboratory work.[1]

On the other hand, many medical secretaries were nurses who assumed secretarial duties in a secondary capacity.[2] As a result, the medical secretary was sometimes referred to as a medical assistant. Margaret Post's report of 37 medical secretaries in 1914 indicated that they not only performed general secretarial work and edited medical publications, but also had charge of or assisted in laboratory work, made tests, and sometimes helped with minor operations. In order to qualify for these positions, a knowledge of German and the sciences was considered essential.[3]

Business schools provided a special medical secretarial curriculum in the early '30s. One of the first, which opened a new field for women, was offered at Rochester (New York) Business Institute in 1934. The program was later expanded to include training for certification.[4] Jay Miller reported in 1948 that the most popular specialized secretarial curriculum was the medical secretarial course.[5] The typical curriculum, usually 12 to 18 months in length, included anatomy and physiology, medical dictation and transcription, medical office ethics

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[1]Carolyn Chapman, "Secretaries for Doctors," Journal of Business Education, XXXIII (May, 1959), 324.

[2]"World Council of Secretaries," p. 23.

[3]Post, "Opportunities for Women in Secretarial Service," p. 121.

[4]The Proof of One Century--The Vision of Another, Rochester (N. Y.) Business Institute (Boston: Vincent-Curtis, n.d.).

[5]Miller, "Specialized Secretarial Training," p. 306.

and problems, medical office accounting, and laboratory methods, in addition to the courses required for a general secretarial position.[1]

In addition to the curricula offered in the business schools, there were two schools which offered only medical secretarial training; namely, Zweegman School for Medical Secretaries in San Francisco, California,[2] and the Eastern School for Physicians' Aides in New York.[3] Colby Junior College in New London, New Hampshire, which offered a medical secretarial program since 1934, granted an associate degree in medical secretarial science which required a two-week internship in a doctor's office.[4]

Medical secretaries affiliated with the American Association of Medical Assistants and the National Association of Medical Secretaries. The American Association of Medical Assistants founded in 1956,[5] was "dedicated to the improvement of the medical assistant's standing, her performance on the job, and her professional recognition."[6] Education was one of the main purposes of the organization. To fulfill this objective, educational meetings, seminars, and study courses were provided. In 1963, the Association compiled a certification examination which

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[1]"Want to Become a Medical Secretary?" Good Housekeeping, October, 1958, p. 158. See also: Business college catalogs.

[2]Miller and Hamilton, The Independent Business School in American Education, p. 38.

[3]"The Secretary: Girl of the Year," p. 19.

[4]"Medical Helpers," Newsweek, September 14, 1953, p. 65.

[5]Encyclopedia of Associations, p. 579.

[6]Miriam Bredow, "Medical Diary," Today's Secretary, LXVIII (October, 1965), 73.

consisted of two categories: Administrative Medical Assistant and Clinical Medical Assistant. All candidates were required to take the first three sections:

1. Medical terminology, anatomy, and physiology.

2. Personal adjustment and human relations, medical ethics and etiquette.

3. Medical law and economics.

To be certified as an administrative medical assistant, the candidate also had to take the following sections:

1. Office skills, secretarial and administrative procedures.

2. Accounting, credits and collections; medical and non-medical records.

Certification as a clinical medical assistant required the following:

1. Examination room technique, sterilization procedures, care of equipment.

2. Laboratory orientation, x-ray, electrocardiography, basal metabolism, and physiotherapy.

A minimum of five sections had to be taken, but a candidate could take all seven. If at least two sections were passed, the others could be retaken within a four-year period.[1]

The objectives of the Certifying Board, which was composed of four physicians, four educators, and four medical assistants were:

1. to help physicians identify those qualified as top-level assistants,

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[1] Ibid.

2. to establish professional standards and goals for medical assistants,

3. to assist schools and colleges in developing training programs for medical assistants,

4. to prepare and administer an annual examination,

5. to certify those who pass the examination.[1]

To be eligible to take the examination, a candidate had to be 21 years of age, a high school graduate, and have at least three years' experience with a doctor of medicine, a hospital, or clinic. The examination was given annually the last Friday and Saturday in June, and cost $5, plus $7 for each section.[2]

The American Association of Medical Assistants also sponsored an internship program for medical assistants whereby students worked in medical offices as part of their educational requirements.[3]

Salaries for medical secretaries in 1914 averaged $10 to $12 a week.[4] In 1958, they ranged from $40 a week to $100 a week. However, in a one-woman office, there was no way to be promoted, and it was unlikely that a medical secretary would earn over $100 a week regardless of her experience,[5] even though three to five years' experience were required for a top position.[6]

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[1] Ibid.

[2] Ibid.

[3] "World Council of Secretaries," p. 23.

[4] Post, "Opportunities for Women in Secretarial Service," p. 121.

[5] "Want to Become A Medical Secretary," p. 158. See also: "Specialist Secretary," p. 32.

[6] Bredow, "Medical Diary," p. 73.

The medical secretarial position differed from other types of secretarial work in that it involved semi-technical medical work.[1] The medical secretary, in addition to being highly skilled in all business office techniques, was expected to have a command of medical terminology and to be able to perform certain laboratory tests and assist the doctor with the patients. Because of her close association with sick people, she had to be extremely sympathetic and discreet and have a serene disposition, patience, and a great deal of emotional and physical stamina.[2] Older women were more than welcome in these positions because of their greater maturity and understanding.[3] Above all, the medical secretary had to display a professional attitude at all times.

Medical secretaries found employment in private physicians' offices, hospitals, clinics, sanitariums, nursing homes, insurance companies, factories, public health departments, firms that manufactured and distributed medical supplies, medical research, and medical publishing companies.[4]

The Educational Secretarial Position

Secretarial work in educational institutions was recognized as a specialty as early as 1914. Margaret Post's survey of the secretarial

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[1] "Want to Become a Medical Secretary?" p. 158. See also: Markwick, "Secretarial Training in Junior College," p. 6 and "Specialist Secretary," p. 32.

[2] Harold Mickelson, "Knowledge, Skills and Personal Qualities of Medical Secretaries" (unpublished Ed.D. dissertation, Indiana University, 1956. See also: Bredow, "Medical Diary," p. 73.

[3] Markwick, "Secretarial Training in Junior College," p. 6.

[4] Clerical Occupations for Women Today and Tomorrow, p. 13.

field at that time included 123 educational secretaries.[1] Women with advanced education plus stenographic skills were in great demand[2] in offices of elementary schools, junior and senior high schools, colleges and universities, boards of education, and departments of education at all government levels.[3]

The National Association of Educational Secretaries grew out of the Clerical Assistants Association of Philadelphia. In the spring of 1934, the latter organization contacted 157 superintendents throughout the nation requesting names of office personnel who might be interested in organizing a national association for educational personnel. As a result of this inquiry, a small group of educational secretaries from California, District of Columbia, New Jersey, Ohio, Pennsylvania, and Tennessee met on July 5, 1934, to form the National Association of School Secretaries. The first national convention was held in Denver, Colorado, in 1935 with 41 members from six states in attendance. Miss Louise Henderson was elected the first president. In 1936, the first issue (mimeographed) of The National Secretary, its official publication, was distributed.[4]

National conventions were suspended during World War II but resumed in 1947. In 1946, the Association became a department of the

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[1] Post, "Opportunities for Women in Secretarial Service," p. 124.

[2] Ibid.

[3] Clerical Occupations for Women Today and Tomorrow, p. 14.

[4] National Association of Educational Secretaries (Privately printed pamphlet), December, 1965, p. 2.

National Education Association. In 1952, the name was changed to the National Association of Educational Secretaries, and its publication was changed to The National Educational Secretary. In 1964, NAES joined the other secretarial organizations in forming the World Council of Secretaries.[1] (See page 207).

The purpose of NAES was "to improve secretarial service to school and community."[2] All office personnel employed by public or private school systems, colleges, universities, educational organizations, county school units, or state departments of education were eligible for membership.

The NAES was also interested in its members' continuing education and growth. A summer institute was held for the first time in 1945 at Columbia University, with 169 educational secretaries attending.[3] Each year, in conjunction with the national meeting, a one-week institute was conducted "to increase the general knowledge and efficiency of educational secretaries."[4]

In addition, a professional standards program was started in 1956 "to provide recognition for varying degrees of education, experience, and professional activity."[5] From 1957 to 1967, 1,224

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[1] Ibid., p. 3.

[2] Ibid.

[3] Toby Harnett, "Secretary to the Small Fry," National Business Woman, August, 1958, p. 15.

[4] National Association of Educational Secretaries, p. 8.

[5] Ibid., p. 3.

certificates were awarded.[1] The Professional Standards Program provided five different certificates:

1. Basic, which required three years' experience, three years' membership in NAES, and successful completion of tests in two of the following areas: accounting, business machines, transcription, typing, American Government, English, general education, and supervision.

2. Standard, which required 45 hours of college work, four years' experience and successful completion of tests in four of the above areas.

3. Advanced, which required 90 hours of college work, five years' experience and completion of six of the above tests.

4. Professional, which required a Baccalaureate Degree and six years' experience.

5. Master, which required a Master's Degree and ten years' experience.

The original certificate had to be renewed when it expired in order for a candidate to obtain a more advanced certificate. All certificates required continuous membership in the National Association of Educational Secretaries and participation in its in-training programs.[2]

The National Association of Educational Secretaries adopted the first Code of Ethics in 1950. The July 25, 1964, revision emphasized the educational secretary's service to others and responsibility to her

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[1] Professional Standards Program--Certificate Holders, National Association of Educational Secretaries (Mimeographed, July, 1967).

[2] Professional Standards Program, National Association of Educational Secretaries (Privately printed pamphlet), July, 1965, pp. 1, 8-9.

individual position, to the entire profession, and to the community. The complete Code of Ethics can be found in the Appendix, page 303.

According to Harves Rahe, the Association "has been instrumental in upgrading educational secretaries and in securing recognition and professional status for them."[1]

Basic requirements for the educational secretary were similar to those required of general secretaries--good general education, proficiency in skill and general office work, and desirable personal qualities. If any one aspect was emphasized more than others, it was the importance of human relations and public relations since the school secretary was required to deal with all kinds of people--teachers, students, parents, administrators, and the general public.[2] "The educational secretary job deals more with people than with things."[3] William Polishook believed that school secretaries should also have adequate training in the philosophy, objectives, terminology, and trends of education.[4]

Although it was not difficult for any intelligent girl to adapt to educational work and grow with the position,[5] many schools preferred

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[1]Harves Rahe, "The School Secretary," American Business Education, XVI (March, 1960), 159.

[2]Lee M. Thurston, "Secretaries Are School Interpreters," Education, LXI (November, 1940), 157-59. See also: "The Education Secretary," Today's Secretary, LXI (September, 1940), 20-21.

[3]"The Education Secretary," p. 20.

[4]William M. Polishook, "The School Secretary," American Business Education, II (December, 1945), 89.

[5]Mary Sanford, "The School Secretary Speaks for Herself," Education, LXI (May, 1941), 539.

to hire experienced secretaries.[1] In fact, in Philadelphia, senior school secretaries had to have five years' experience.[2]

As in other areas of secretarial work, education beyond high school was preferred and in many institutions required.[3] However, no special curricula were offered for the educational secretary in private business schools or colleges.

Salaries were generally lower for educational secretaries than for other types of secretarial work. Mary Sanford referred to the salary in 1940 as "lower than low."[4] The minimum for 10 months was about $2,500, although a very few administrative and executive secretaries received up to $10,000.[5]

The Technical Secretarial Position

The technical secretarial position, the newest specialty in the secretarial field,[6] developed from the demand in the engineering and scientific fields for secretaries with a more extensive knowledge of those fields to assist researchers and technicians as well as relieve

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[1] Rahe, "The School Secretary," p. 159.

[2] Marie Gallagher, "School Secretaries Are Career Secretaries," Business Education World, XXXI (November, 1950), 151.

[3] Rahe, "The School Secretary," p. 159. See also: "The Education Secretary," p. 20.

[4] Sanford, "The School Secretary Speaks For Herself," p. 539.

[5] "The Education Secretary," p. 21.

[6] Dorothy Adams, "The Tec-Sec," Today's Secretary, LXVII (September, 1964), 65. See also: "Special Jobs for Special Secretaries," Good Housekeeping, August, 1959, p. 139.

them of the numerous clerical details.[1] Technical secretarial work may be related to any one of a number of engineering fields, including aeronautical, electrical, chemical, or mechanical.[2] According to Dorothy Adams, a "Tec-Sec" was

> a secretary whose education or experience makes her able to assist the scientist or engineer in much the same way as the medical secretary aids the doctor.[3]

One of the earliest references to the need for specially trained secretaries was in relation to the chemistry field in the early 1920s.

> University chemistry departments, research foundations, and chemical industries find it difficult to obtain stenographers, either trained or capable of assimilating enough training to prevent them from constantly making technical blunders in their work.[4]

A suggested solution to the problem was to train women chemists as secretaries.[5]

World War II further increased the demand for the technically trained secretary. Engineers and scientists, in need of help to keep up with war demands, sought that help in the technical secretary.[6]

The first recognition of technical stenographers in a national study appeared in the 1948 Bureau of Labor Statistics salary survey which indicated that technical stenographers received higher salaries than

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[1]Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 11.

[2]Clerical Occupations For Women Today and Tomorrow, p. 14.

[3]Dorothy Adams, "The Tec-Sec," p. 65.

[4]Leuch, Fields of Work for Women, p. 227.

[5]Ibid.

[6]John Fallon, "In Focus: The Technical Secretary," Today's Secretary, LXII (April, 1960), 26.

general stenographers. Technical stenographers received salaries ranging from $40.95 to $50.92 a week, compared with $37.31 to $45.62 for general stenographers.[1] At that time in New York City there were 2,147 technical stenographers compared with 22,034 general stenographers.[2] In 1950, technical salaries ranged from $44.50 to $53 a week, about $6 higher than general secretarial salaries.[3] Technical secretarial salaries in 1961 ranged from $344 to $414 a month, at which time there were about 7,371 technical stenographers.[4]

By 1964, about 13,000 secretaries were employed by professional engineering firms.[5] Although the number of technical secretaries was increasing, there was a demand for more. Too many engineers were doing too much repetitive clerical and non-engineering work. "Over 75 per cent of the engineers have become $10,000 clerks."[6] With the launching of Sputnik, the need for scientists and competent assistants became even more acute. As a result, the Technical-Engineer-Scientific Training for Secretaries (TESTS) program was developed in Washington

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[1] "How Do Your Office Salaries Compare?" p. 98.

[2] "Salaries of Office Workers, New York City, 1948," Monthly Labor Review, LXVII (July, 1948), 26.

[3] "Salaries of Office Workers, Boston," Monthly Labor Review, LXXI (September, 1950), 118-19. See also: "Salaries of Office Workers: 3 Mid-western Cities, Early 1950," Monthly Labor Review, LXXI (September, 1950), 115 and "Salaries of Office Workers, Detroit, Michigan, April, 1950," Monthly Labor Review, LXXI (September, 1950), 348-49.

[4] Louis E. Badenhopp, "Pay Levels in White-Collar Occupations," Monthly Labor Review, LXXXIV (December, 1961), 1340.

[5] Clerical Occupations for Women Today and Tomorrow, p. 14.

[6] S. M. Vinocour, "Science's Right Hand Girls," National Business Woman, XXXVIII (January, 1959), 10.

> to turn out a specialized secretary capable of assuming an important role in the new space age. The development of supporting personnel such as secretaries and technicians is one of the most productive avenues available to increase engineers' output.[1]

From this program the term, "Tec-Sec," developed.

A special team of technical writers prepared 15 TESTS textbooks. The curriculum, which consisted of 90 semester hours of course work, included mathematics, engineering/science terminology, engineering/science shorthand and dictation, drafting science, statistical typing, TESTS correspondence and accounting, as well as basic stenographic skills. Special field trips, tapes, films, and filmstrips provided by scientific and engineering firms were an integral part of the program.[2] The curriculum was tried out at Business Training College in Pittsburgh and then installed in 50 business schools from coast to coast in 1958.[3] Applicants had to pass a standard entrance examination to enroll in the program.[4]

The personal characteristics of the Tec-Sec were basically the same as those required for other secretarial positions. However, the Tec-Sec's education had to be such that she could speak the same language as the scientists and engineers.[5] There was a great demand for college-trained secretaries with a background in physics, chemistry, and

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[1]Vinocour, "Science's Right Hand Girls," p. 10.

[2]*Ibid.*, pp. 10-11.

[3]"The Tec-Sec Problem," *Newsweek*, October 13, 1958, p. 90.

[4]"Special Jobs for Special Secretaries," p. 139.

[5]*Ibid.*

biology.[1] The technical knowledge required was considered so important that many firms sponsored in-plant lectures or paid the secretary's tuition for courses at local universities.[2]

Because of the tremendous increase in research required for the national economy, the space program, and national defense, opportunities for advancement, even to middle management positions were unlimited for the competent Tec-Sec.[3] As a general rule, the Tec-Sec's salary was about $75 a month higher than that of a general secretary.[4]

Specialized technical programs were not as widespread as the legal or medical secretarial programs. They were more apt to be found in sections of the country where there was a high concentration of scientific and engineering firms. However, with the demand for scientists and engineers expected to increase nearly 57 per cent within the next ten years,[5] opportunities for "Tec-Secs" should increase proportionately.

Other Secretarial Specialties

During the '60s, the "age of specialization" in American business, several other secretarial specialties developed in areas where

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[1]Guthrie, "The Place of Secretarial Administration in Schools of Business," p. 11.

[2]Fallon, "In Focus: The Technical Secretary," p. 27.

[3]Raymond Schuessler, "Technical Secretaries--New Career," Journal of Business Education, XXXVI (March, 1961), 245. See also: Dorothy Adams, "The Tec-Sec," p. 65.

[4]"Special Jobs for Special Secretaries," p. 139. See also: "The Tec-Sec Problem," p. 90.

[5]Porter, "Your Money's Worth," p. 4.

there was a particular demand for specialized training. A few of the more popular are described below.

The Advertising Secretary

The Minnesota School of Business[1] and Dyke College[2] offered a special curriculum for the advertising secretary. In addition to the general secretarial courses, the curriculum included a concentration in marketing courses, layout, principles of advertising, and salesmanship. The Dyke College Catalog further described this specialized curriculum as follows:

> For students who have evidenced a particular interest in writing or art and for those who look for the maximum opportunity to work directly with people and to use creative and imaginative talents, the Advertising Secretarial Program has been designed. . . . Graduates may expect to find employment in the offices of advertising agencies, radio and television stations and film studios, department stores, marketing research firms, commercial artists, or in any one of a wide variety of firms engaged in marketing the products and services of American industry.[3]

The Bilingual Secretary

Secretaries who had a speaking and writing knowledge of two or more languages were in particular demand in export-import offices, banks, travel agencies, embassies, international organizations, and manufacturing companies with overseas operations.[4] However, there was

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[1] Catalog, Minnesota School of Business, 1967-68, p. 34. See also: Stevenson, Personal Letter.

[2] Dyke College Catalog, 1967-68, p. 56.

[3] Ibid.

[4] Clerical Occupations for Women Today and Tomorrow, p. 15.

no indication that business schools offered a special curriculum in this field. A college-trained foreign language major with general secretarial training adequately filled the position.

The Church Secretary

Many of the small religious colleges such, as Waldorf College, Forest City, Iowa,[1] offered a curriculum for the church or parish secretary.

In addition, Katie Sea Myers wrote a handbook of advice for church secretaries entitled, The Church Secretary.[2]

Foreign Trade Secretary

Firms engaged in foreign trade and the diplomatic service also searched for secretaries with special education pertinent to these areas. However, employment opportunities were primarily limited to large cities. Salaries were comparable to those of the legal and medical secretaries.[3] At the present time, though, there did not seem to be any specialized curricula for secretaries desiring to seek positions in foreign trade or the diplomatic service.

The Receptionist Secretary

The Minnesota School of Business offered a receptionist secretarial course "for those who like dealing with people and who wish to

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[1]Waldorf College Catalog, 1966-67 (Forest City, Iowa: Privately printed), pp. 30, 40.

[2]Katie Lea Myers, The Church Secretary (New York: The Seabury Press, 1966).

[3]"Specialist Secretary," Scholastic, L (April 7, 1947), 32.

prepare for the lighter type of stenographic and secretarial responsibilities."[1] However, closer investigation of the courses included in the curriculum indicated it was primarily stenographic.

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[1] Catalog, Minnesota School of Business, 1967-68, p. 39.

CHAPTER VII

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

This dissertation traced the development of the position of the female secretary in the United States from 1900 to the present time. The presentation was divided into five sections; namely, origins of the secretarial position; the secretarial position, 1900-1920; the secretarial position, 1920-1940; the secretarial position, 1940-1967; and secretarial specialties.

The historical research method was used to compile data for each section in relation to descriptions of the position, education and experience required, extensiveness of the position, salary, professionalism, and the effect of two wars, a depression, and automation. In addition to researching books, pamphlets, periodicals, and catalogs, personal letters were written only to business firms and institutions of higher education which were in existence about the turn of the century. Letters of inquiry were also sent to the professional secretarial organizations.

The trend toward secretarial specialization led to further investigation of the history and development of secretarial specialties, such as legal, medical, and technical secretaries and their respective associations.

Conclusions

From the data compiled regarding the secretarial position over a 67-year period, the following conclusions were reached for each major phase of the position.

The Secretarial Position

Basically, the secretarial position has not changed in 67 years. However, the first women in business offices were clerks, then "type-writers." After the invention of the typewriter and the increased acceptance of women in business offices, women assumed the stenographic or amanuensis position. In that position, women were given more responsibility for handling a firm's correspondence. Gradually, they were given responsibility in other areas, and the stenographer evolved into the secretary--the *alter ego*, the extension of the employer, or the office assistant.

Since women first held secretarial positions in the late 1890s and early 1900s, the position has been one of responsibility involving authority for decision making and a close professional relationship between the employer and the secretary. The secretarial position has always been characterized by its extreme variety, not only within one particular job, but from one company to another. The position, except in very unusual circumstances, was not a job-entry position, but one to which experienced stenographers were promoted after proving their ability and mastering the policies and operation of the business.

The position was more often called "private secretarial" in the early part of the century. In the 1960s it was referred to as an executive or professional secretarial position. In the interim, many

positions were called "secretarial" when in reality they were stenographic. In fact, the description of the ordinary secretarial position (as opposed to executive secretarial) of the '60s was very similar to that of the stenographic position in the 1900s.

The secretarial position was more clearly defined up to 1920. From then until the '60s, the term "secretarial" became increasingly confused with "stenographic" in both business and educational institutions. In the '60s different levels of secretarial work developed, and the confusion continued between secretary, junior secretary, senior secretary, executive secretary, professional secretary, and administrative assistant. The term, "stenographer," had practically disappeared. However, data relating to secretary, junior, and senior secretary resembled that of the stenographer or high-grade stenographer prior to 1940.

The prestige and status of the secretarial position was high from 1900 to about 1930. At that time it started declining until the World War II period when it hit "rock bottom." Professional organizations with their educational and certification programs attempted to elevate the prestige and increase the status of the position. However, as long as the term "secretary" is meaningless and used indiscriminately by office workers, management, and business educators, it will be difficult for the prestige and status of the position generally to reach the height to which it is entitled. But more important, secretaries themselves must assume the responsibility for bringing prestige and professional recognition to secretarial work. Professionalism, status, and prestige must develop from within, rather than from without, the field; it must be an individual as well as a group endeavor.

The Secretary's Characteristics

The secretary's characteristics have also remained basically the same. Through all three periods, bona fide secretaries were expected to have a good general education, business administration knowledges, and high proficiency in shorthand and typewriting skills. The secretary was and still is expected to know something about everything.

In addition to the educational qualifications, a secretary was expected to excel in personal qualities, such as initiative, creativity, dependability, tact, and willingness to assume responsibility. Perhaps most important, particularly in the later years, has been the secretary's ability to get along well with co-workers, other executives, customers, and the general public. With the increased use of machines to perform routine office duties in the '60s, the secretary's personality and ability to handle human relations problems were emphasized more than at any other time, while the basic stenographic skills were de-emphasized for the bona fide secretary.

The only characteristics of the secretary that changed in the 67-year period were age and marital status. Prior to 1950, women usually had to choose between marriage and a business career; in the '60s women combined both. The secretary of the '60s was married and usually about 40 years of age or older; the secretary prior to 1940 was usually unmarried and in her twenties or early thirties.

The typical secretary in all periods was well educated and had several years' experience in the office before receiving secretarial status.

Secretarial Education

In all three periods, a secretary was expected to have a broad, general education obtained through formal post-secondary education or informal self-study. In addition, it was recommended that she continue her education after obtaining a position. Up to 1940, a prospective secretary was most apt to obtain the necessary education either through a college liberal arts curriculum supplemented by skill training, or through a private business school course. After 1940, the high schools increased their "secretarial" courses so that by the 1960s practically every high school of any size in the country offered such training. However, this instruction, although called "secretarial," was primarily stenographic. The misnomer contributed to the misunderstanding and confusion surrounding the term, "secretarial."

In an attempt to professionalize secretarial work, during the '50s, increased emphasis was again placed on the need for and the importance of a broad general education and knowledge of all aspects of business administration. It was ironic that, in spite of the pressing need and demand for secretaries with education beyond the high school level, many colleges and universities discontinued their secretarial science programs. At the same time, business college and junior college programs primarily stressed stenographic and routine office duties, even though their programs were labeled "secretarial."

Therefore, it seemed that a contradictory situation existed. The bona fide secretarial position required a college-type education--at least two years--but comparatively few institutions of higher learning provided the type of education the position demanded. The general

consensus since 1900 seemed to be that high school education alone was insufficient for a girl to handle adequately the secretarial position. Too many so-called secretarial programs in too many educational institutions prepared stenographers for job-entry positions rather than for secretarial positions.

Number of Secretarial Positions

It was extremely difficult, if not impossible, in all three periods to identify accurately the number of secretarial positions. However, compared with other office positions, there were relatively few genuine secretarial positions. In the 1900-1920 and 1920-1940 periods, secretaries were not specifically identified in the United States Census reports. Even when they were included, starting in 1940, secretaries, stenographers, and typists were grouped together in one classification. In addition, the misuse of the term, "secretary," by many stenographers and businessmen distorted the data.

There was evidence, though, that a few women held secretarial positions prior to 1900. The number of positions available to women increased steadily through the 67-year period as women became more accepted in business offices and as business expanded and became more complex. On the basis of studies in which secretaries were specifically identified, about 3.2 per cent of all women office workers could be classified as bona fide secretaries, at least up to 1940.

After 1940, in addition to the confusion between the terms, "stenographer" and "secretary," there was confusion between different levels of secretarial work. The major question was: Which level was the true secretarial position and which was more stenographic even

though called "secretarial"? The titles, "executive" and "professional secretary," seemed to be synonymous. The descriptions of the executive secretarial position of the '60s closely resembled those of the private secretary in the early 1900s. Therefore, it might be assumed that the executive, professional secretarial position was the bona fide position of the 1940-1967 period. It has been estimated that about one per cent of all the secretaries could be classified as executive secretaries.

Secretarial Salaries

Beginning salaries for secretaries have increased about $80 a week during the 67-year period. Average weekly salaries increased from $20 in 1900 to $50 in 1920. Between 1920 and 1940, they decreased to about $25 a week. After World War II, salaries again increased to the present level of approximately $100 a week.

However, since 1900, there has been no limit to the salary a secretary could earn. In the early part of the century a few outstanding secretaries with many years' experience earned $10,000 a year or more; in the 1960s exceptional secretaries received up to $20,000.

Professionalism and the Secretarial Position

There was some mention of secretarial work as a profession prior to 1940. However, it was not until professional organizations were organized to encourage higher education and maintenance of professional standards that any concerted effort was made to convince the public and employers that secretarial work qualified as a profession. Bona fide secretaries could be considered professionals. However, thousands of employees who called themselves secretaries did not meet the criteria

for professionalism. Their positions were not real secretarial positions, and they did not belong to professional organizations or participate in the educational and standards programs. Only through the insistence of the professional secretarial associations on high standards for certification in keeping with the current requirements of the bona fide secretarial position will true professionalism be attained. At the present time, it seems as if the qualifications for eligibility to take the certifying examinations are not consistent with the identifying characteristics of the bona fide position.

Absolute clarification of the term, "secretary," and use of that title only in connection with bona fide secretarial positions seems necessary in order for secretarial work to be ranked with the recognized professions. This seems unlikely, if not impossible. An alternative would be the identification of genuine positions by another title. To a certain extent this has been done with the development of the executive and professional secretary titles.

Other Influences on the Secretarial Position

Factors such as wars, the depression, and automation had varying effects on the secretarial position, but no effect on the basic duties, responsibilities, or requirements of the position.

World War I.--World War I provided more opportunities for women to prove their abilities in business offices. They assumed many of the secretarial positions formerly held by men. However, they usually retired from the business office as soon as they married. The choice for women at that time was between career and marriage.

The Depression.--The depression had little, if any, effect on the secretarial position. Stenographers and clerks were laid off, but the secretary, because of her value to the firm and years of experience was seldom, if ever, discharged. However, she probably received a cut in salary.

World War II.--The situation during and following World War II more adversely affected the secretarial position than any other factor. Increased demand for office workers and the low birth rate of the '30s decreased the quantity of qualified personnel. As a result, employment standards for job-entry positions were extremely low. Very few employees stayed long enough in those positions to gain the experience and knowledge necessary to be promoted to secretarial positions. Business firms trained their own secretaries, and enticed high school graduates with higher salaries for less work, paid tuition, promises of glamour, and opportunities for marriage. The unreliability and shortage of younger secretaries finally convinced business to hire older, more mature, reliable women for secretarial positions.

Specialization.--Increased business specialization in the '60s added impetus to secretarial specialization both in the development of specialized training and certification standards. A secretary of the '60s was not just a secretary, but a special kind of secretary. However, the basic requirements of all the secretarial positions were identical. The difference lay in the terminology, problems, and understandings requisite for a particular field.

The legal and medical specialties were the oldest, dating back to the early uses of shorthand. The position of educational secretary evolved in the '30s; the "Tec-Sec," the newest secretarial specialty, developed in the '50s. Recently, specialization has been initiated in the advertising, church, and foreign trade fields.

Business schools and junior colleges offered specialized curricula to prepare secretaries for positions in specific fields. The medical secretarial curriculum was the most popular and universal, followed by the legal and technical curricula. Special textbooks were also available for the legal, medical, technical, and church secretaries.

The increased number of special secretaries resulted in the organization of specialized professional associations. The legal, medical, and educational organizations sponsored educational and certification programs for their members.

Automation.--Increased automation, another characteristic of the '60s had little effect on the executive, professional secretarial position, the bona fide position. The secretary in that position, though, more than ever, needed a broad liberal arts and business background in order to cope intelligently with the decision-making and personal-relationship aspects of the position. There was no place for mediocrity in the automated business office.

Recommendations

1. In view of the confusion and misunderstanding surrounding the term, "secretary," it is recommended that all educators, authors, secretaries, and employers make a concerted effort to clarify the terms

"secretary," and "secretarial," by using them only in relation to bona fide secretarial positions rather than interchangeably with stenographic positions.

2. In view of the fact that a liberal arts education and business administration knowledges, in addition to the skills, are becoming increasingly more important in the '60s, it is recommended that the four-year institutions of higher education reconsider their views on providing programs in secretarial science.

It is also recommended that two-year institutions (public and private) evaluate their present programs in relation to the educational requirements of the modern secretarial position and place more emphasis on general education and business administration studies and the development of work organization, initiative, and decision-making abilities.

3. In view of the educational requirements for the bona fide secretarial position, it is recommended that high school programs which concentrate primarily on developing stenographic skills properly label their courses of study as "stenographic." Capable high school students who are highly proficient in the skills should be encouraged to pursue secretarial training beyond the high school level.

4. In order to raise the prestige and status of secretarial work and to succeed in its efforts for recognition as a profession, it is recommended that the professional secretarial associations intensify their efforts to upgrade the secretarial position through standards for membership and certification. These efforts should be correlated more closely with the requirements and characteristics of the bona fide secretarial position.

5. In order to encourage universal acceptance of secretarial work as a profession, it is recommended that genuine secretaries become cognizant of the criteria for professionalism, assume individual responsibility for meeting these criteria, and influence prospective secretaries to strive toward the same goal.

6. In view of the characteristics of the bona fide secretary and the requirements for the position, it is recommended that secretarial organizations sponsoring certification examinations re-evaluate their qualifications for applicants in relation to age, educational requirements, experience, and personal qualities. It is strongly recommended they consider at least two years' education beyond high school as the minimum educational requirement to qualify for the certifying examinations.

7. Because of the lack of histories on the office positions, it is recommended that historical studies be undertaken regarding other office positions, such as the clerical worker, bookkeeper-accountant, and positions relating to data processing.

APPENDIX A

EDUCATIONAL INSTITUTIONS CONTACTED

Albany Business College
Albany, New York

Altoona School of Commerce
Altoona, Pennsylvania

Argubright College of
Business Administration
Battle Creek, Michigan

Badger Business College
Green Bay, Wisconsin

Bank's College
Philadelphia, Pennsylvania

Bayless Business College
Dubuque, Iowa

Becker Junior College
Worcester, Massachusetts

Beutel Business College
Tacoma, Washington

Brown's Business College
Decatur, Illinois

Brown's Business College
Springfield, Illinois

Bryant & Stratton Business
College
Louisville, Kentucky

Bryant College
Providence, Rhode Island

Bryant & Stratton
Business Institute
Buffalo, New York

Bryant & Stratton College
Chicago, Illinois

Bryant & Stratton
Boston, Massachusetts

Burdett College
Boston, Massachusetts

Canton College
Canton, Ohio

Margaret Morrison Carnegie College
Carnegie Institute of Technology
Pittsburgh, Pennsylvania

Cedar Crest College
Allentown, Pennsylvania

Cedar Rapids Business College
Cedar Rapids, Iowa

Central Business College
Denver, Colorado

Central Business College
Sedalia, Missouri

Champlain College
Burlington, Vermont

Chandler School for Women
Boston, Massachusetts

University of Chicago
Chicago, Illinois

Gates College
Waterloo, Iowa

Columbia University
New York, New York

Connecticut College
New London, Connecticut

Davenport Institute
Grand Rapids, Michigan

Davis Business College
Toledo, Ohio

Detroit Business Institute
Detroit, Michigan

Drake Schools
New York, New York

Draughon's Business College
Dallas, Texas

Draughon's Business College
Nashville, Tennessee

Du Bois Business College
Du Bois, Pennsylvania

Duff's Iron City
Business Institute
Pittsburgh, Pennsylvania

Dunsmore Business College
Staunton, Virginia

Dyke College
Cleveland, Ohio

Eastern Michigan College
of Commerce
Port Huron, Michigan

Elmira College
Elmira, New York

Erie Business Center
Erie, Pennsylvania

Fall's Business College
Nashville, Tennessee

Gard Business University
St. Joseph, Missouri

Gem City Business College
Quincy, Illinois

Globe Business College
St. Paul, Minnesota

Goldey Beacom School of Business
Wilmington, Delaware

Hammel-Actual Business College
Akron, Ohio

Hardin Business College
Jacksonville, Illinois

Heald's Business College
San Francisco, California

Heffley & Browne Secretarial School
Brooklyn, New York

Hickox Secretarial School
Boston, Massachusetts

Humphreys College
Stockton, California

Illinois College
Jacksonville, Illinois

Indiana University
Bloomington, Indiana

Iowa City Commercial College
Iowa City, Iowa

Jackson Business University
Jackson, Michigan

Kelsey-Jenney College
San Diego, California

Knoxville Business College
Knoxville, Tennessee

Lancaster Business School
Lancaster, Pennsylvania

Lansing Business University
Lansing, Michigan

Lasell Junior College
Auburndale, Massachusetts

L.D.S. Business College
Salt Lake City, Utah

Lincoln School of Commerce
Lincoln, Nebraska

Lowell Commercial College
Lowell, Massachusetts

Madison Business College
Madison, Wisconsin

Massey Business College
Houston, Texas

Massey College
Birmingham, Alabama

Massey-Draughon Business College
Montgomery, Alabama

McIntosh Business School
Lawrence, Massachusetts

McKenzie College
Chattanooga, Tennessee

Meredith Business College
Zanesville, Ohio

Metropolitan Business College
Chicago, Illinois

Miami-Jacobs College
Dayton, Ohio

Minnesota School of Business
Minneapolis, Minnesota

University of Minnesota
Minneapolis, Minnesota

Morse College
Hartford, Connecticut

Muskegon School of Business
Muskegon, Michigan

National Business College
Roanoke, Virginia

Northeastern School of Commerce
Bay City, Michigan

Northwestern University
Evanston, Illinois

Oberlin College
Oberlin, Ohio

Oberlin School of Commerce
Oberlin, Ohio

Oklahoma State University
Stillwater, Oklahoma

Palmer School
Philadelphia, Pennsylvania

Parsons Business School
Kalamazoo, Michigan

Peirce School of Business Administration
Philadelphia, Pennsylvania

Rider College
Trenton, New Jersey

Rochester Business Institute
Rochester, New York

Rockford College
Rockford, Illinois

Russell Sage College
Troy, New York

College of St. Elizabeth
Convent Station, New Jersey

Salt City Business College
Hutchinson, Kansas

Sanford-Brown Business College
St. Louis, Missouri

University of Texas
Austin, Texas

Santa Barbara Business College
Santa Barbara, California

Simmons College
Boston, Massachusetts

Sinclair College
Dayton, Ohio

Skidmore College
Saratoga Springs, New York

William Smith College
Geneva, New York

Smithdeal-Massey Business
College
Richmond, Virginia

Soule College
New Orleans, Louisiana

South Bend College of
Commerce
South Bend, Indiana

Southern Business University
Atlanta, Georgia

University of Southern
California
Los Angeles, California

Spencerian College
Milwaukee, Wisconsin

Stone College
New Haven, Connecticut

Syracuse University
Syracuse, New York

Temple University
Philadelphia, Pennsylvania

Texas Woman's University
Denton, Texas

Utah State University
Logan, Utah

Utterback-Brown Business College
Danville, Illinois

University of Vermont
Burlington, Vermont

University of Washington
Seattle, Washington

West Virginia Business College
Clarksburg, West Virginia

Wilkes-Barre Business College
Wilkes-Barre, Pennsylvania

Wooster Business College
Wooster, Ohio

APPENDIX B

BUSINESS FIRMS CONTACTED

Dun and Bradstreet
New York, New York

Massachusetts Mutual Life Insurance Company
Harry Derderian
Manager
Public Relations
Springfield, Massachusetts

Remington Typewriter Company
David P. Sheridan
Manager
Advertising-Sales Promotion
Bridgeport, Connecticut

Sears-Roebuck
R. E. Barmeier
Director
Personnel Planning and Research
Chicago, Illinois

Standard Oil Company
Clark Donovan
New York, New York

APPENDIX C

SECRETARIAL ORGANIZATIONS CONTACTED

Administrative & Clerical Council of the National Urban League
Mrs. Jane Dixon
President
55 East 52nd Street
New York, New York 10017

American Association of Medical Assistants, Incorporated
Miss Stella Thurnau
Executive Secretary
510 North Dearborn Street
Chicago, Illinois 60610

Association of Administrative Assistants or Private Secretaries
Mrs. Mary Holmes
President
19 Ossington Avenue
Ottawa 1, Ontario

Association of Desk and Derrick Clubs of North America
Miss Marguerite Flood
President
411 Thompson Building
Tulsa, Oklahoma 74100

Executives' Secretaries, Incorporated
Miss Lucile Van Bolt
National Coordinator
1090 Ticonderoga Drive
Sunnyvale, California

National Association of Educational Secretaries
Miss Oreta O. Norris
Secretary
1201 Sixteenth Street North West
Washington, D. C. 20036

National Association of Legal Secretaries
Miss Anita L. Leigh
President
1312 Fort Worth National Bank Building
Fort Worth, Texas 76102

National Association of Medical Secretaries
Executive Secretary
725 Boylston Street
Boston, Massachusetts

National Federation of Business & Professional Women's Clubs
Washington, D. C.

Seraphic Secretaries of America
Mrs. Ruth S. Moffat
President
230 Park Avenue
Room 910
New York, New York

Zonta International
Marion Dudley
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APPENDIX D

ADDITIONAL SELECTED CORRESPONDENTS

Alumnae Advisory Center
New York, New York

Mary Connolly
Professor Emeritus
Boston University
Boston, Massachusetts

Charles Bruning Company
Chicago, Illinois

Dartnell Corporation
Marilyn French
Chicago, Illinois

Ernestine Donaldson
Professor Emeritus
University of Minnesota
Minneapolis, Minnesota

Dr. Jay Miller
Wilmington, Delaware

Carol Paaske
Professor
Boston University
Boston, Massachusetts

Melvin Price
Representative from Illinois
Washington, D. C.

Mrs. Peggy Rollason
Gregg Division
McGraw-Hill Publishing Company
New York, New York

Women's Division
U. S. Department of Labor
Washington, D. C.

APPENDIX E

CODE OF ETHICS

National Association of Educational Secretaries

As educational secretaries, we affirm our belief that an education is the birthright of every child and pledge ourselves to the preservation of that right. We recognize the special province of the professional educator and the significance of the responsibilities he assumes. We also recognize the unique role of the educational secretary and the importance of the contribution she makes.

Commitment to the Position

We realize that our individual positions, diverse though they be, exist for the common purpose of service to others. We realize, too, the trust implied by that purpose and accept, with dignity and pride, the obligations it imposes. In fulfilling our commitment to the position, we shall therefore--

Perform our duties with energy and enthusiasm, striving ever to improve and extend our competencies.

Be patient, fair, and helpful, using tact and restraint in dealing with others.

Make a praiseworthy personal impression, being consistently careful about our appearance, manner, and speech.

Use utmost discretion and sound judgment, acting only within the limits of our responsibility.

Remain loyal to those under and with whom we work, observing highest ethical standards at all times.

Commitment to the Profession

We believe that the quality of service rendered by educational secretaries directly influences the effectiveness of service rendered by the educational agency or institution as a whole. For that reason, we look to our professional

associations for leadership in raising the standards of educational office personnel and in preparing them to meet the challenge of a changing world. In fulfilling our commitment to the profession, we shall therefore--

Become and remain active members of our professional associations, viewing such membership as an opportunity for personal development.

Encourage other educational secretaries to join their professional associations, recognizing that growth is essential to group strength and progress.

Acknowledge that a profession is held responsible for the conduct of its members, realizing that by our actions as individuals may the profession be judged.

Interest others in careers as educational secretaries, bringing into our ranks capable and efficient individuals.

Place service above personal convenience or pleasure, endeavoring always to be a credit to our profession.

Commitment to the Community

We consider of singular importance our right as citizens to share responsibility for the development of public policy. However, as educational secretaries we acknowledge a special duty to join in formulating these courses of action that relate to education. In fulfilling our commitment to the community, we shall therefore--

Acquire a working knowledge of the agencies or institutions we serve, realizing that others will look to us for information and guidance.

Exercise caution in making public statements, remembering that such may be given unusual weight because of our positions.

Take an active part, within limits prescribed by statute, ordinance, tradition, or good taste, in the improvement of educational opportunities for all, considering this not only our prerogative but our obligation.[1]

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[1] National Association of Educational Secretaries, pp. 6-7.

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Donovan Clark. Division Head, Standard Oil Company, Incorporated in New Jersey, September 22, 1967.

Eachus, Mrs. Ruth. Administrative Assistant, Syracuse University, College of Business Administration, Syracuse, New York, November 1, 1967.

Erway, M. K. Executive Assistant, Elmira College, Elmira, New York, October 31, 1967.

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Hains, Mrs. Haru K. President, National Association of Legal Secretaries, Burbank, California, December 5, 1967.

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