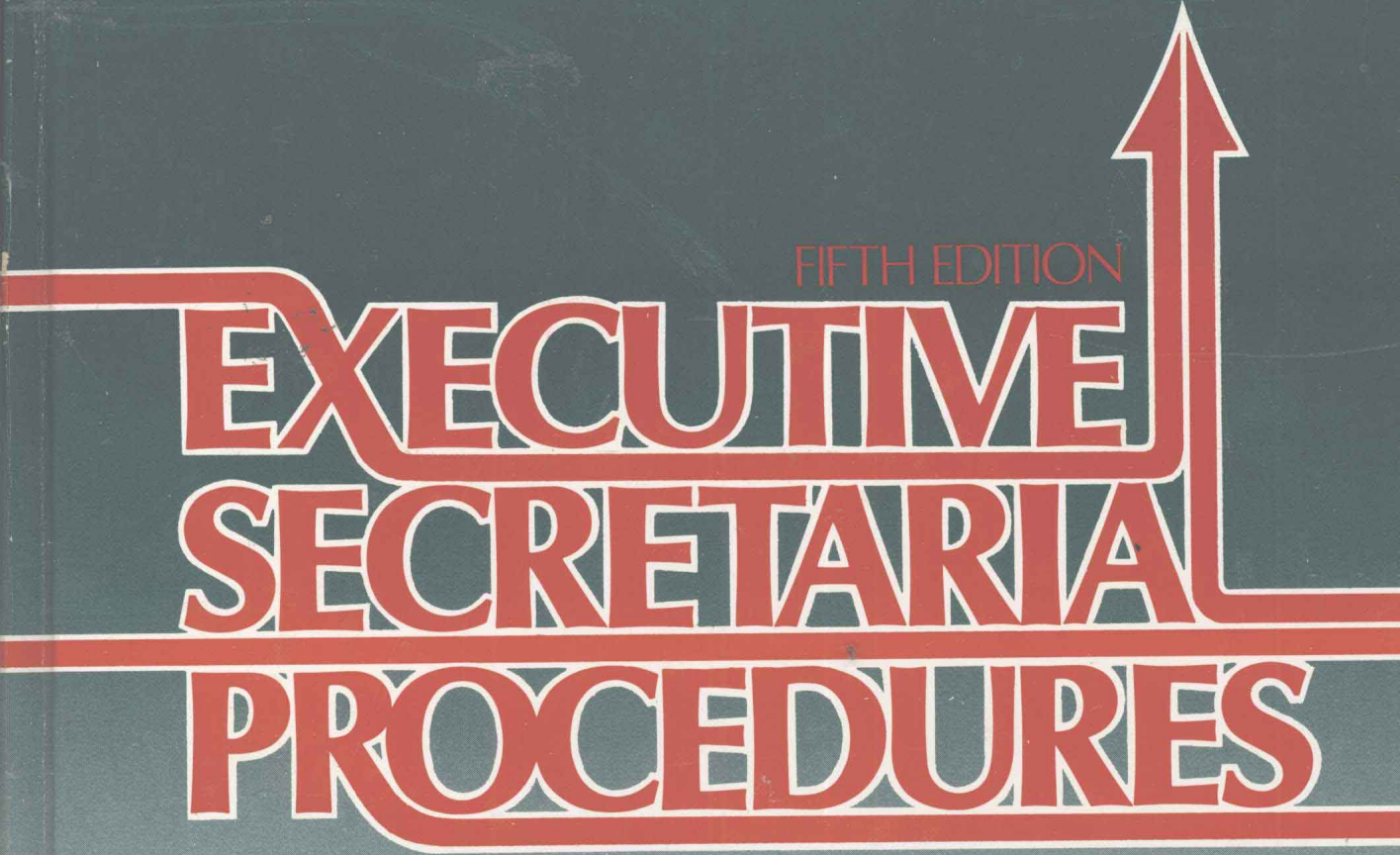


FIFTH EDITION



EXECUTIVE SECRETARIAL PROCEDURES

PLACE / BYERS / UTHE

EXECUTIVE SECRETARIAL PROCEDURES

fifth ed.



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PREFACE

Almost every aspect of secretarial performance is changing. The relentless demand for more information and more productive communication in business, industry, and government is producing new office procedures and technology for handling business transactions and the accompanying paperwork. The widespread movement for equal job opportunities for everyone, regardless of sex and ethnic background, is forging changed attitudes toward secretarial work. Affirmative action programs are broadening career paths and opportunities for secretaries. Newly trained secretaries are beginning to view themselves as “progressional,” accepting secretarial assignments with the understanding that they are being apprenticed for higher-level administrative or supervisory jobs. This new upward mobility is dramatically altering the long-standing tradition that secretaries can advance only laterally into top management offices in support of successful executives.

Executive Secretarial Procedures, Fifth Edition, is written for students who will seek employment in business and government as contributing members of an administrative team and who will need office procedure skills. The program emphasizes the competencies that allow secretaries to assume responsibility without direct supervision, exercise initiative and judgment, and make decisions within the scope of their authority—the requisites for promotion.

Opportunities for those who want to be secretaries have never been better. The nationwide demand for secretaries is expected to increase faster than the average for all other occupations through 1985 because of the growing volume of paperwork as business and government continue to expand their operations. Working conditions for secretaries will continue to improve markedly. In an effort to attract competent secretarial candidates, employers are expected to offer generous fringe benefits—vacations, discounts, tuition plans, group insurance, pensions, and even options on company stock.

Executive Secretarial Procedures, Fifth Edition, contains 26 chapters grouped into seven parts. Part One deals with the multidisciplinary characteristics of secretarial positions, the office environment, and career self-fulfillment. Part Two discusses communication with people inside and outside the business office. Part Three outlines the secretary’s role in handling office mail and storing and retrieving

needed information. Part Four describes the new generation of office equipment and procedures for receiving dictation, transcribing from shorthand notes or from dictation equipment, editing and composing, and reproducing recorded information. Part Five introduces the technology used to read, record, classify, sort, calculate, store, and report business data. Secretarial responsibility for researching information and the skills required to prepare reports and graphic presentations are also explained in detail. Part Six stresses supervisory opportunities available to the secretary as well as responsibilities of assisting with travel plans and arranging meetings. Secretarial financial and banking duties are also discussed. Part Seven examines career options the secretary should consider in selecting the right entry-level position. Suggestions are given to help secretaries realize their potential as members of an executive team and to move into management positions.

There are four kinds of exercise material at the end of each text chapter. "Reviewing Your Reading" questions check the students' comprehension of the key procedures and practices introduced in each chapter. "Using Your Skills" problems give students a chance to pull together their knowledge and to apply their skills in simulated office tasks. "Exercising Your Judgment" presents hypothetical situations that test the students' knowledge of human relations. "Applying the Reference Section" exercises provide a valuable review of spelling, usage, and the chief aspects of style—the essentials for anyone who writes, transcribes, edits, or types.

Central to *Executive Secretarial Procedures*, Fifth Edition, is the set of secretarial in baskets that reinforce the objectives of the text. Each in basket represents a realistic office day. Priorities must be established, decisions must be made, and learned competencies must be put to use.

In developing the content of *Executive Secretarial Procedures*, Fifth Edition, the authors have avoided the kind of detail that could expand each chapter into a tome; the kind of superficiality that covers everything but teaches little; and the condensation that produces a reference book rather than a readable text. The resulting program for study and application is intended to spur students to a better understanding of their performance potential so that they will be able to progress and achieve success as secretaries.

IRENE PLACE ————— EDWARD E. BYERS ————— ELAINE F. UTHE

CONTENTS

PART ONE THE PROFESSIONAL SECRETARY

- Chapter 1 The Modern Office 2
- Chapter 2 The Office Team 18
- Chapter 3 Managing Responsibility 33
- Chapter 4 Career Opportunities 45

PART TWO INTERPERSONAL COMMUNICATIONS

- Chapter 5 Communications With Others 54
- Chapter 6 Handling Incoming Calls and Callers 70

PART THREE CHANNELING INFORMATION

- Chapter 7 Processing Incoming Mail 100
- Chapter 8 Processing Outgoing Mail 118
- Chapter 9 Filing Systems 139
- Chapter 10 Filing Operations 165

PART FOUR PROCESSING WRITTEN COMMUNICATIONS

- Chapter 11 Word Processing Equipment and Systems 188
- Chapter 12 Dictation 208
- Chapter 13 Transcription 222
- Chapter 14 Editing and Composing Techniques 240
- Chapter 15 Reprographics 263

PART FIVE DATA PROCESSING

- Chapter 16 Electronic Data Processing 284
- Chapter 17 Researching Information 299
- Chapter 18 Preparing Reports and Manuscripts 315

PART SIX ADMINISTRATIVE RESPONSIBILITIES

- Chapter 19 Supervisory Techniques 348
- Chapter 20 Meetings and Conferences 367
- Chapter 21 Travel Arrangements 385
- Chapter 22 Banking Procedures 407
- Chapter 23 Office Finance 429

PART SEVEN PROFESSIONAL GROWTH

- Chapter 24 Making Career Choices 456
- Chapter 25 Getting the Right Job 480
- Chapter 26 Career Mobility 498

REFERENCE SECTION 505

INDEX 563

PART
ONE THE
PROFESSIONAL
SECRETARY



CHAPTER ONE

THE MODERN Office

The modern business office is the communication center of any company, large or small. It provides a connecting link between suppliers and manufacturing and distribution staffs. Most important, the business office is the link between the customer and the company.

Secretaries are needed in every type of office: in advertising and public relations, radio and television, government, law and medicine, public utilities, manufacturing and heavy industry, publishing and education, insurance and banking, airlines and travel. They work for board chairpersons, for presidents and vice presidents, for partners and owners, for controllers and general managers, for department heads and supervisors, for salespeople and purchasing agents, for deans and principals. They also work for celebrities, politicians, clergy, writers, and judges. Few other professions or careers offer a choice from among so many types of employers with such widely differing interests and objectives.

THE MODERN Office

A business firm represents an important segment of American economic life. Each company provides needed products or services. Furthermore, the products or services must be produced efficiently if the business is to continue to exist in a free enterprise system. Businesses that cannot operate efficiently or that fail to offer a needed product or service soon disappear.

Role of the Office

The office of a business firm makes a vital contribution to the success of the company. The office is the pulse of action, the heart of a complex communication system within the company, and between the company and its suppliers and customers. The office is a place in which people work with products, machines, paper, and words, a place in which manufacturing functions and a distribution system designed to produce and sell products and services are brought together.

The business office can be a challenging place. Data is collected and analyzed in report form; projections are made; policy is developed and carried out; budgets are prepared; financial records are maintained and audited; records of all types are managed; and profits (or losses) are determined.

The modern office functions as a communications center in many ways: (1) between manufacturers or suppliers and customers; (2) between internal groups such as advertising and accounting departments; (3) between top-level management (decision makers about policy), middle management, and general office workers; and (4) between the company and governmental agencies.

All these activities involve people. Each individual is a part of the team—from the typist and receptionist to the secretary, the accountant, the office manager, the vice president, and the president. Each has specific duties, tasks, and responsibilities according to job title and is expected to perform the assigned duties willingly and cooperate with others as an office team. Certain jobs require more education or skills than others; salaries vary according to qualifications and level of responsibility.

Technological Changes in the Office

The interaction of activities and people is enhanced by the variety of machines found in today's offices.

The telephone system involves more than traditional person-to-person communication; it now includes teledata transmission from computer to computer and the sending of facsimile copy from station to station. The telephone companies also provide their customers with many optional services.

Typewriters are constantly being improved and now include such features as correction keys, dual pitch capabilities (both elite and pica), changeable elements with different type styles, memory features, and variable horizontal and vertical spacing. Some memory typewriters type materials from left to right on one line and from right to left on the next line, which increases production speeds. Other memory typewriters have visual displays for editing and proof-reading before hard copy is actually typed.

In just a few years the computer has become a vital tool in maintaining records, compiling reports, and storing information. When much of the work in a company depends on the computer, data processing specialists must be involved in developing their systems and in operating the equipment. Management determines what data is needed and the format in which it is wanted and interprets the computerized results. Many office workers may be involved in preparing data for the computer.

Minicomputers may be found on individual workers' desks to recall information from records instantaneously by means of electronic display screens. Many companies use computerized accounting systems.

Electronic word processing is an effort to increase efficiency in communication. Word processing centers use a systems approach (a combination of automatic typewriters and centralized dictation machines) to enable specialists to transcribe ideas into written form. Several new job titles have emerged, such as "correspondence specialist" and "supervisor of a word processing center." People interested in the word processing concept formed a professional association in 1972, called the International Word Processing Association.

Atmosphere of the Office

Office designers often work closely with company personnel to create attractive, efficient offices. A great deal of attention is placed on physical and psychological atmosphere. The physical atmosphere involves two aspects, space arrangement and physical environment. The office, as the hub of all business functions, must contribute to, rather than discourage, communications. Since space is expensive, it needs to be well used for efficiency. Businesses expand and change direction. Therefore, the design must be flexible enough to make changes possible. In planning a new office or remodeling an existing one, the designer needs to know the company objectives, its expansion plans, and its operational procedures. The office must be arranged so that work moves efficiently from one work station to the next, so that workers may communicate easily with others, and so that efficient traffic patterns (aisles) are provided.

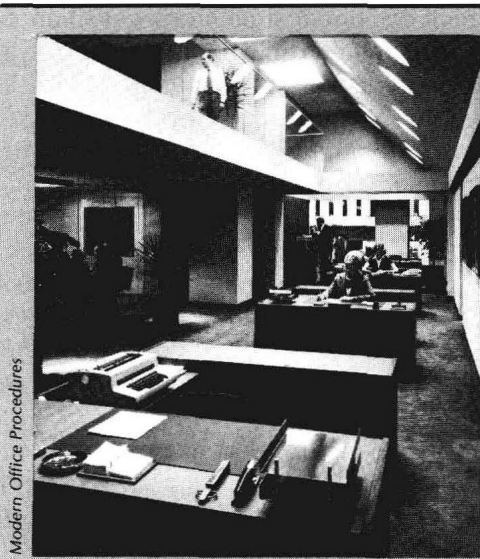
For example, some offices use an "open-space" arrangement—that is, semipermanent but movable partitions and modular equipment. The self-contained work stations can be rearranged with little effort; thus, the open-space concept permits flexibility in moving work stations and adjusting aisle space without costly remodeling. The movable partitions are usually 4 to 5 feet high. When a worker is seated, the partitions provide privacy and eliminate distractions. However, when a worker is standing, the partitions permit a view of the entire office. The lack of doors and private offices for middle-management individuals promotes communication from worker to worker and from subordinate to superior.

In many companies only top management (or those who often conduct interviews and some types of creative work) have private offices. A small conference room is usually available for others who have only an occasional need for privacy. Work stations are often grouped by functions such as accounting, advertising, sales, and customer service, to name a few. In offices where several workers may be involved in processing the same form, the desks may be adjacent. This pattern makes it easy to move the work from one person to the next.

Rose Manufacturing Company



Movable partitions make this open-space office arrangement a good choice in areas where employees need privacy but have reason to communicate with one another frequently.



Modern Office Procedures

An alternate type of office layout positions the desks of these administrative secretaries in a row adjoining the offices of executives.

The secretary's work area is located near the person or persons served. The departmental secretary is located in an open area near the manager's office and may also be near the entrance to the department. An executive secretary is located in the reception area adjacent to the executive's office; this area may be a separate room or an open area a short distance from the general office.

The secretary's desk may be placed in such a way as to control access to the manager's office if greeting visitors is part of the job. However, some executives have an open-door policy for workers and clients. In that case the secretary's desk may be situated a little farther from the office door.

The Shaw-Walker Co.



Even in an open-space office arrangement, the secretary (*right foreground*) may be positioned to control access to the executive's office.

Regulating the physical environment of an office involves maintaining a comfortable temperature and humidity as well as controlling the noise and smoke level. Problems can sometimes arise in these areas because of the various degrees of comfort and tolerance levels of each human being in the office.

In creating a pleasing psychological atmosphere, the office designer works with color, style, texture, lighting, and decoration. Research shows that certain colors are depressing or induce fatigue, while other colors are warm or create excitement.

The modern office is often carpeted to create a pleasant atmosphere, to set off attractive office furniture, and to control the noise level. Movable partitions and the ceilings are made of soundproofing material. In some offices special areas are set aside for noisy machines. These areas are convenient to work stations but separate from them.

Furniture styles and colors are selected to enhance efficiency and atmosphere. Often, furniture styles are varied to indicate status within the company as well as to meet job specifications. For example, a secretarial chair is especially designed for flexible back support and for making adjustments to fit the individual. In contrast, the executive's chair has arms but no adjustable back support.

Various levels of lighting are employed according to the type of work done in the area. The office may have special decorations to aid in creating a positive psychological atmosphere, such as murals, representations of company symbols, and green plants, as well as paintings and other forms of artwork.

Whether an office uses a contemporary or traditional design, it should be an efficient communication center. However, the *human relations* atmosphere probably has more influence on efficient communication and service than the physical and psychological atmosphere. The secretary is a vital link in this communication chain; the secretary must be supportive and service-minded in carrying out duties and responsibilities.

Allied Chemical Corporation



Lighting, space, construction materials, and tasteful furnishings make this handsome reception room a reflection of the company's status.

FUNCTION OF THE OFFICE

The major function of an office is to facilitate the production and distribution of its products or services to the user. Clerical work is required in every phase of a business operation. The office serves as a clearinghouse for records and generates new data.

The office must be well organized to achieve efficiency. There must be an orderly system or work flow for incoming and outgoing communications. For example, when an order arrives in the mail, the mail clerk needs to deliver it to the order department. Workers there must check the inventory to determine whether the goods are in stock. Also, the credit department must see whether the buyer's credit is good. If the goods are in stock and the buyer's credit is good, the shipping department must ship the goods, and the accounting department must prepare an invoice. The salesperson's commission is computed; the stock inventory is updated; and the buyer is billed for the purchase.

This simplified flow of work—and paper—must be handled quickly and efficiently. Also, a system must be developed for handling service calls and complaints as well as for seeking additional sales.

The modern office develops a work flow system so that each worker knows what tasks and duties are required for that particular position. The system is supervised so that it operates smoothly.

The responsible office worker also becomes aware of the *source* of each task by asking questions such as: Who developed this report or form? What is its purpose? How did it get to my desk? What did each person do or add to the report or form? What do I do with the form? If I have any questions about this data, whom can I ask for assistance?

Furthermore, the responsible office worker learns where to send the work next. By knowing the work flow system, the office worker gains a better understanding of the importance of each report or form as well as of the need for accuracy and efficiency in keeping the work flowing through the system.

The office functions, therefore, as a processing center for communications, both oral and written. Each office worker, regardless of job level or job title, is an important link in this work flow system.

THE SECRETARIAL PROFESSION

The secretary has a vital role in office communications. In fact, the secretary serves as a channel for communications in several areas: (1) between management and subordinates, (2) between management and customers, clients, or suppliers, (3) between the secretary and office workers at other levels, and (4) between one manager and others at the same level.

The Challenge of Change

Technology poses no threat to the secretary. Although technological developments may alter a secretary's duties, they certainly will not eliminate the secretarial function. In fact, as the economy expands, the demand for secretaries will steadily increase. Most company executives agree that the present shortage of competent secretaries, stenographers, and typists will continue.

Traditionally, a secretary has been a *confidante*—that is, one who is entrusted with important information. Secretaries continue to fill this role and, in addition, are expected to work shoulder-to-shoulder with, rather than for, an executive. The executive's job has become both more difficult and more challenging because of higher labor and production costs, automation, more sophisticated management education, more thorough forecasting techniques and market analyses, and tougher business competition. Secretaries' jobs, therefore, have also become more demanding. Secretaries must meet new challenges, accept more responsibility, and work with less direct supervision.

Most executives would like to turn large amounts of work over to their secretaries. They need freedom from as much routine work as possible so that they will have more time to concentrate on planning, forecasting, and carrying out special projects. Ideally, the secretary and the boss should work as a team, with the executive making most of the decisions and the secretary following through on details and the actual implementation of those decisions. As never before, the secretary and the executive must pull together, complementing each other's strengths and weaknesses, being tolerant of each other's moods, and trusting the other's ability to do the job. Each must, therefore, try to understand and accept the other's point of view.

Through the years secretaries have emerged as important members of management teams. They are vital links between the making and the implementing of business plans. For example, besides being custodians of office records, secretaries now play an expanded role in processing reports, schedules, and directives. They help to gather data for use in reports, keep mailing lists for their distribution, and develop filing systems for their maintenance and retrieval.

The smooth flow of activity in an executive's office often depends on the secretary's ability to set priorities as well as to take care of routine matters. In setting priorities, a secretary needs to exercise good judgment. When an executive is out of town, the secretary determines priorities for mail, callers, and items of business. At all times the secretary serves as a filter, handling some items, relaying some to other executives, and giving the boss only those that need special attention. The secretary also acts as an antenna, keeping eyes and ears open to spot ways to help the team be more effective. An alert secretary often sees many aspects of the business environment that the boss might fail to notice.

The Secretary's Environment

In the office, activities are carried on that are vital to both the overall objectives and the daily operations of a business. The secretary works within this world and needs to be at home in the environment.

When a company's operations are limited, its office staff is proportionately small. One or two employees may be enough to perform the whole range of office activities. In large companies, however, specialists pool their talents and energies to do the office work for such basic functions as sales, marketing, research, transportation, purchasing, production, personnel services, accounting, and office services. The following categories of office job titles indicate the degree of specialization in processing and maintaining the office records and reports needed to keep a large business going.

Secretarial/ Stenographic	Data Processing/ Accounting	General Office
administrative assistant	programmer	credit clerk
executive/ administrative secretary	tape librarian	duplicating machine operator
secretary	computer operator	file clerk
stenographer	card-punch operator	information clerk
transcribing machine operator	data-entry clerk	inventory clerk
clerk-typist	accountant/auditor	interviewing clerk
typist	accounting machine operator	mail clerk
correspondence specialist	adding/calculating machine operator	messenger
word processor	billing machine operator	order clerk
	general accounting clerk	photocopy machine operator
	cashier	receiving clerk
		receptionist
		shipping clerk
		statistical clerk
		stock clerk
		typist

The Secretary Defined

The role of a secretary is supportive. A secretary is usually defined as someone who, without direct responsibility, assists another person with communications and public relations in business, professional, and personal affairs. Not all who carry the title of secretary or perform aspects of secretarial work conform to this definition, however. To obtain some idea of the range of existing secretarial positions, it is helpful to consider several levels of secretarial activity.

Presecretarial Positions. The secretary to a junior executive is likely to be a receptionist, a clerk-typist, or a stenographer rather than a full-fledged secretary. In any of these jobs, a person will probably be expected to answer the telephone and greet visitors. Such work is, of course, good training for a person who needs experience in meeting the public and who wants eventually to work into a secretarial position.

A receptionist is often a Jack-or-Jill-of-all-trades, especially in a small business or professional office. This person's main function is to help establish good public relations; the job requires pleasant personal characteristics and good communications skills. The receptionist may also be called upon to do some typing, filing, and mail processing and to handle the petty cash fund.

A clerk-typist's main duty usually is typing, often limited to typing final copy from someone else's rough drafts or to typing rough drafts from machine-dictated material. Another function of the job may be filing, as well as keeping office mailing lists up to date.

A stenographer's main function is to take dictation in shorthand and transcribe it on a typewriter. The job usually includes many of the same clerical tasks that are performed by the receptionist and clerk-typist. The stenographer may

also make appointments for the employer. Stenographers may work for only one person, but many are assigned to two or more junior executives or middle-management people.

Secretarial Positions. Secretaries combine the qualities and capabilities of the stenographer, clerk-typist, and receptionist. In addition, secretaries need a variety of other talents and skills. For example, they must know how to locate information and assist with research; how to write many types of business communications as well as their employers can—and, indeed, to use their language and style; how to behave like a diplomat, a politician, and a confidential adviser; and how to be businesslike and professional. As personal and confidential assistants, they can become invaluable members of an executive staff. As they move up through the secretarial hierarchy, it is increasingly important for secretaries to get along with co-workers, to be mature in personal relations, and to accept responsibility.

No two secretarial positions are alike. Each is molded and modified by five variables:

- The size and nature of the business or profession.
- The position and status of the executive.
- The personality of the executive and his or her willingness to delegate work and responsibility.
- The ability of the secretary to assume administrative duties for which the executive is responsible.
- The personality and intelligence of the secretary.

In a small operation, a secretary's work is varied so that there is a chance to gain a wide range of experience and to grow in the position. In a large enterprise, on the other hand, a secretary is often assigned to a specialized department such as marketing, production, personnel, or legal. There is less opportunity to gain companywide experience unless the executive and the secretary move up through various departments and levels of the firm. Each business firm has its own vocabulary, style, and preferred channels of internal and external communication.

The level at which an executive functions is affected by education, personality, and communication skills. Obviously, the executive's level affects the nature of the secretary's work. The attitude of an ambitious, enterprising young executive toward work and career opportunities in the company may be quite different from that of a well-established executive or of one who is looking forward to retirement.

Executives also differ widely in temperament. Some are good-natured, outgoing, and confident. Others may be more reserved and quiet in manner. Some prefer to handle many details of their jobs themselves, while others are thankful to have their secretaries become detail experts.

Secretaries, too, differ in ability as well as in readiness to assume responsibility. The most successful secretary is the one who studies the boss's work habits and attitudes, learns preferences and dislikes, and fills in where help is needed most.