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CLUSTERS OF TASKS ASSOCIATED WITH PERFORMANCE OF MAJOR TYPES OF OFFICE WORK. FINAL REPORT.

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THE PURPOSE OF THIS STUDY WAS TO IDENTIFY CLUSTERS OF TASKS PERFORMED BY A COMPREHENSIVE SAMPLE OF OFFICE EMPLOYEES WORKING IN FIVE OFFICE-SIZE CATEGORIES IN 12 STANDARD INDUSTRIAL CLASSIFICATIONS IN WASHINGTON STATE. QUESTIONNAIRES LISTING 599 OFFICE TASKS AND VALIDATED BY INTERVIEWS WITH 286 OFFICE WORKERS AND SUPERVISORS AND BY A JURY OF EXPERTS, WERE SENT TO A PROPORTIONAL, STRATIFIED SAMPLE OF 295 FIRMS IN THE PRIVATE ENTERPRISE SECTOR AND 20 GOVERNMENTAL AGENCIES. OF 767 QUESTIONNAIRES DISTRIBUTED, 663 (86.4 PERCENT) WERE RETURNED IN USEABLE FORM. ON THE BASIS OF FINDINGS, THE 599 OFFICE TASKS WERE CLUSTERED WITHIN 13 MAJOR CATEGORIES--TYPEWRITING, OPERATING OFFICE MACHINES AND EQUIPMENT, TAKING DICTATION AND TRANSCRIBING, MAILING, FILING, TELEPHONING AND COMMUNICATING, PERFORMING CLERICAL OPERATIONS, SECURING DATA, USING MATHEMATICS, PERFORMING FINANCIAL AND RECORD KEEPING OPERATIONS, PERFORMING EDITORIAL OPERATIONS, MEETING AND WORKING WITH PEOPLE, AND MISCELLANEOUS. CLUSTERS OF TASKS WERE SIMILARLY PREPARED FOR EACH OF SIX BROAD JOB CATEGORIES--SUPERVISION, SECRETARIAL-STENOGRAPHIC, CLERICAL, BOOKKEEPING-ACCOUNTING, BUSINESS MACHINE OPERATION, AND DATA PROCESSING. RECOMMENDATIONS CONCERNED (1) IDENTIFYING CLUSTERS OF KNOWLEDGES, SKILLS, AND CAPABILITIES ASSOCIATED WITH THE PERFORMANCE OF MAJOR TASKS, (2) ASCERTAINING EMERGING CHANGES IN OFFICE STRUCTURES AND FUNCTIONS, (3) DEVELOPING AN INSTRUCTIONAL OBJECTIVES-DERIVING MODEL FOR OFFICE EDUCATION AND (4) DEVELOPING SELF-PACED LEARNING PACKAGES. A FULLER DESCRIPTION OF THE DESIGN FOR THIS STUDY IS PROVIDED IN DOCUMENT VT 001 758. (PS)

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**Final Report**

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**CLUSTERS OF TASKS ASSOCIATED WITH PERFORMANCE OF MAJOR  
TYPES OF OFFICE WORK,**

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## **SUMMARY**

### **Purpose**

The purpose of this study was to identify clusters of tasks performed by a comprehensive sample of office employees working in various sizes of offices in 12 Standard Industrial Classifications (SIC).

This study is a first step in identification of capabilities required for modern office work. It, and related studies, provides a partial base for design of educational programs most likely to maximize career-long occupational opportunity, competency, and choice for youth entering office occupations.

### **Methods**

#### **Population**

From Federal Census data and data provided by state agencies, the office employment population of the state of Washington was estimated to be approximately 164,263 in September, 1965.

#### **Sample**

A proportional, stratified sample of 295 firms in the private enterprise sector and 28 government agencies was selected. The sample was structured to include five office-size categories within each of the following SIC's: Agriculture; Mining; Construction; Manufacturing; Transportation; Communication and Utilities; Wholesale Trade; Retail Trade; Finance, Insurance, and Real Estate; Services; Government; and Education.

Comparison of national and state 1960 census data shows that in Washington State the percentages of all employees who are engaged in office work and the percentages of all employees in various SIC's who are office workers vary only slightly from those percentages for the United States as a whole.

#### **Data-Gathering Procedures**

A questionnaire composed of 599 office tasks was validated by interviews with 286 office workers and supervisors and by a jury of experts.

A total of 767 validated questionnaires was distributed to firms and agencies constituting the above sample in the spring of 1967. Total returns were 86.4 per cent--80.3 per cent in the private enterprise sector and 95.8 in the government sector.

## Treatment of Data

Respondents were classified in six broad occupational categories: supervision, secretarial-stenographic, clerical, bookkeeping-accounting, business machine operators, and data processing. Returned questionnaires were coded by industry and by size of office. Item responses were coded and processed by computer.

Percentages of employees in five sizes of offices in each SIC who perform each task were computed. Differences in percentages of employees within each SIC who perform tasks were also computed. Analysis of data supported two hypotheses: (1) There are significant differences in tasks performed by office employees in the various industrial classifications, and (2) there are significant differences in tasks performed by office employees in small and large offices.

Percentages of employees performing each task were ranked in descending order for each of the six broad job classifications and for a "composite" of all six classifications. These rankings constitute "job clusters" for each of the six categories and for office work as a whole.

## Limitations

Percentages of workers performing a task show only the percentage of workers performing it within the last two years while working for their present employers. The percentage does not provide information about the relative importance of the task, frequency of performance, portions of worker time used for performance, or the levels of ability involved in performance.

## Findings and Analysis

The 599 office tasks have been clustered within 13 major categories of tasks--typewriting, office machines and equipment, dictation and transcribing, mailing, filing, telephoning and communicating, clerical, securing data, mathematics, financial and recordkeeping, editorial, meeting and working with people, and miscellaneous--to provide Composite Clusters of Tasks performed by office employees. Since these data represent the tasks performed by a typical office worker, the Composite Clusters can be used as a partial basis for a re-evaluation of the high school business curriculum, which is primarily concerned with the total realm of office work and not solely with the fitting of a graduate into a specific office job.

Clusters of tasks have similarly been prepared for each of the six broad job categories. These data represent duties performed by major office occupational groups and should prove useful to curriculum specialists concerned with more specialized high school and post-high school office education programs.

Analysis of the data suggests that "skills" represent only a portion of the office worker's function. It is hypothesized that teaching objectives, learning experiences, and evaluation can profitably be organized within the framework of the cognitive and affective domains.

## INTRODUCTION

One major purpose of Project OE7-4031 is to identify clusters of knowledge and competencies most likely to maximize the career-long occupational opportunity, competence, and choice of non-college bound youth in an evolving technological society.

### Purpose

The purpose of this study was to identify clusters of tasks performed by a comprehensive sample of office employees working in various sizes of offices in 12 Standard Industrial Classifications (SIC).

This study is a first step in identification of capabilities required for modern office work. It, and related studies, provides a partial base for design of educational programs most likely to maximize career-long occupational opportunity, competency, and choice for youth entering office occupations.

### Assumptions

1. The "Average Size of Office" concept assumed that the ratio of office employees is similar in small or large organizations. This study did not attempt to ascertain the validity of this assumption. A small variance would not affect the validity of the results.
2. Field testing of the questionnaire and revisions made to increase its accuracy indicate that it does yield accurate data regarding tasks performed by office employees.
3. To the extent that the proportion of workers in the various cells (size of firm in a given SIC) is not significantly different in other regions than in Washington, the results are generalizable to other regions of the country.

## Limitations

Limitations in the task analysis study which have been evident are enumerated below:

1. 1960 Federal Census data were used to ascertain the percentage of office workers in each industrial classification (SIC). The 1960 census data provided the most recent data permitting these computations. However, 1965 employment data were used because they were more up to date. The percentages from the 1960 census data were applied to the 1965 employment data to estimate the office population. This procedure involves the question of the degree to which the percentage of office employees in each industry remained constant between 1960 and 1965.

2. By defining an office employee to correspond with DOT classifications, an extremely broad range of office functions was included. However, this may also be interpreted as a strength of the study.

3. The identification of certain elements of the governmental and education sectors created sampling difficulties. The percentage of office employees in certain types of governmental functions (e.g., hospitals, maintenance departments) is less than it is in others (e.g., legislative, judicial). Because of insufficiently detailed data, it was necessary to use one constant percentage in developing the office populations.

4. Due to limitations of funds it was deemed desirable to confine the sample to Washington State.

5. Stratification by both industry (SIC) and size of office within each industry resulted in a matrix with a large number of cells. The number of respondents desired from some cells was small. It is statistically indefensible for one response to represent an entire cell. However, such cells represented only a small proportion of the total office population. No conclusions were based on results from single cells.

6. Two hundred ninety-five firms were selected at random in the private enterprise sector. Of the 51 "non-responding" firms, 21 stated that they performed "no office functions." While it is recognized that non-respondents can build a bias into a sample, it can be argued that 21 firms were respondents in the sense that no office workers were employed by those firms.

7. Non-response bias may be evident in the "small" size of office cells, especially in the Manufacturing, Retail, and Service industries. This could also have affected the hypothesis tested relating to tasks performed by persons working in small or large offices.

8. Office employees selected at random within firms were asked to classify themselves in one of six broad job categories. In firms with relatively few office employees, many types of functions are or may be performed by office employees. Although specific examples were given in the questionnaire, it was difficult for some office employees to classify themselves. This can be construed as a limitation, but also as a strength of the study. In small firms a significant per cent of individual office employees do in fact perform multiple functions such as those performed by a secretary, a bookkeeper, and/or an office supervisor.

9. The number of questionnaires distributed necessitated use of thirteen interviewers. While interviewers were trained to follow a uniform procedure, some discrepancies are inevitable. Analysis of returns suggests that the procedures were correctly followed.

10. The data-gathering instrument has no "power factor." A yes response indicated only that an employee had performed a task at least once in the last two years while working for his/her present employer. Results show what tasks are presently so performed, not the precise extent to which they are performed nor what might be desirable nor what tasks might be performed in the future.

11. The private enterprise return was 80.3 per cent while the governmental return was 96.8 per cent. Recognizing the possibility that the office populations of certain governmental functions may have been overestimated, the decision was made to reduce the value of governmental returns to .85. Statistical consultants agreed that that was the most defensible action to take because it resulted in bringing the total value of that sector into agreement with the MODEL.

## METHODS

This section briefly describes the design for identifying a population and developing a sample. A fuller description is provided in "A Research Model for Identification of Task and Knowledge Clusters Associated with Performance of Major Types of Office Employees' Work" (hereafter referred to as the MODEL). That document was submitted to the U.S. Office of Education in December, 1966.<sup>1</sup>

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## Identification of Population

For purposes of this study, an office employee was defined to correspond with the Dictionary of Occupational Titles (3) classifications of clerical and kindred workers (DOT). The office population was defined as the total office labor force employed in the state of Washington in September, 1965, in the 12 SIC's.<sup>2</sup> Analysis of Federal Census definitions (2) and the DOT definitions indicated that the census occupational classification was generally comparable with the DOT.

Using 1960 Federal Census data for the state of Washington (2), the proportions of all employees of industrial and commercial firms, governmental agencies, and institutions which are considered clerical and kindred workers was determined (see Appendix A). Recognizing that many persons employed in larger firms might perform more specialized functions, the variable of office size was also considered. The following office-size categories were established: 1-4 office workers constituted a small-size office; 5-49, medium; 50-99, large; 100-299, X large, and 300+, XX large.

Two hypotheses were tested: (a) that employees in the various SIC's perform some dissimilar tasks or duties and (b) that office employees in the various sizes of offices perform some dissimilar tasks.

A statewide listing of employer units and the number of workers employed by each in September, 1965, was obtained from state agencies. This included all SIC groups in the private enterprise sector except Railroads (a subdivision of Transportation). A matrix was developed describing the size of employer unit for each SIC corresponding with the "sizes of offices." This was done by dividing each predetermined office-size figure by the constant percentage of office workers included in each SIC (see Appendix B).

A computer program for processing data was written. Printouts provided data on the number of employer units and the numbers of persons employed by firms of various sizes within each SIC (see Appendix C). Companies operating in more than one county were considered to be independent employers in each county and appeared on the initial printout once for each county in which they were located.

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<sup>2</sup>SIC's used in this study: Agriculture; Mining; Construction; Manufacturing; Transportation; Communications and Utilities; Wholesale Trade; Retail Trade; Finance, Insurance, & Real Estate; Services; Government; Education.

Utilizing data from various state agencies, the total numbers of persons employed by Government, Education, and Railroads in Washington State was determined. Results are shown in Appendix D.

Combining the data in Appendices C and D and utilizing the percentage of office workers in each SIC (see Appendix A), a matrix was constructed showing the estimated office population of 164,263 workers in Washington State in September, 1965. This matrix is shown in Appendix E. Analysis of employment data indicates that more than 95 per cent of the total office population was identified.

Comparison of national (1) and state (2) 1960 census data shows that in Washington State the percentage of all employees who are engaged in office work and the percentages of all employees in various SIC's who are office workers vary only slightly from those percentages for the United States as a whole.

#### Sampling Technique

For a confidence level of 95 per cent, 384 usable questionnaires were needed based on an office population of 165,000 (5). Recognizing that all questionnaires would not be returned and the possible complications in weighting schemes, it was decided that 800 questionnaires would be distributed. A matrix distributing them within each cell on a proportional basis was constructed (see Appendix F).

It was deemed desirable to have as broadly based a sample as possible. It was ascertained that approximately 350 employer contacts would be economically feasible. The average number of office employees per employer unit for each cell of the matrix was determined by dividing the number of office employees in a given cell by the number of employer units in that cell (see Appendix G). This was done for all SIC's except Federal, Local Education, and Railroads, where data were insufficient. As a result, it was determined that the sample of office employees within individual employer units would be as follows:

#### Percentage of Sample in Each Employer Unit by Size of Office

Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+
100%	20%	10%	5%	All units sampled in proportion

To avoid a statistical bias in the XX Large category, it was necessary to identify each employer unit in the state. For example, Company A might have 5,000 office employees, and Company B might have 200. It was necessary to insure that each of the 5,800 office workers had an equal opportunity of being selected at random. Fewer questionnaires were needed in the X Large size-of-office category, so the number distributed to each selected firm was specified (instead of using the 5 per cent ratio).

As previously noted, the sources of information used in identifying the office population were different for the private enterprise sector and the governmental sector. As a result, the sampling technique was different for each sector.

In the private enterprise sector the "Percentage of Sample in Each Employer Unit by Size of Office" was applied to the average number of office workers in each cell to determine the approximate number of questionnaires to be distributed to an individual employer unit. Based on the number of responses needed in each cell (Appendix F), the number of employer units needed in each cell was determined. This computation is shown in Appendix H. The needed employer units in the private enterprise sector were selected at random by computer from the statewide listing of employer units.

In the governmental and railroad categories the random selection of employer units was made using a table of random numbers. In the State Education and State Non-Education categories there was sufficient data to determine the average number of office workers per employer unit. The "Percentage of Sample in Each Employer Unit" was applied to the average number of office workers to arrive at the number of employer contacts necessary in relation to the number of responses needed in each cell. In the XX Large classification, however, two employer units were selected at random and sampled in proportion.

In the Federal category, the employer units and the total number employed by each were identified. The average number of office workers within the size-of-office cells was estimated. The number of employer units selected in these categories is shown in Appendix H.

In the Local Non-Education, Local Education, and Railroad categories the only data available were in "total" category form. It was not possible to identify individual employer units. Three counties in the state were selected at random on the following basis:

Largest counties in state according to population: Spokane County selected at random

Middle-sized counties: Yakima County selected at random

Small-sized counties: Garfield County selected at random

The total number of workers employed in these counties was determined and the constant percentage then applied to estimate the office population in each county. The total number of workers employed by the cities Spokane, Yakima, and Pomeroy was determined, and the constant percentage applied to estimate the office population for these cities. A matrix was developed, and 98 questionnaires were distributed on a proportional basis in the counties and cities named.

The Local Education category was treated in the same manner using the same three counties.

One railroad was selected at random. Working from a statewide listing of their employees, the random selection of persons to receive questionnaires was made using a table of random numbers.

#### Development of Data-Gathering Instrument

It was assumed that ascertainable facts regarding office tasks or duties could be obtained directly from a representative sample of office employees. It was recognized that many office employees are not aware of the knowledges necessary to successfully perform office tasks; moreover, the performance of a task on their part does not necessarily mean that the task has been performed correctly. Based on those assumptions, a highly specific, open-ended task instrument containing 599 items designed to ascertain the specific tasks performed by office workers was developed. It appears in Appendix I. The steps in the developmental process are described below:

- a. Conceptualization and development of initial task instrument by university personnel.
- b. Project personnel field tested 240 questionnaires. The return was 65 per cent.
- c. Approximately one month later, ten per cent of the respondents were interviewed and asked to respond to the same task statements. They were encouraged to make comments or criticisms regarding questionnaire statements of tasks, especially if they felt the wording was confusing or if a task was superfluous. They were also asked to comment on tasks they performed that were not listed.
- d. An item-by-item comparison of the respondents' original responses and interview responses was made. On the basis of that analysis, the arrangement of the questionnaire was revised and some items were reworded. Some additional items were added and some were combined or deleted. Care was used to make wording congruent with office workers' frames of reference.

- e. The revised instrument was submitted to a panel of office education experts for their critical analysis. These persons were public and private educational institution employees, a personnel manager, two Certified Professional Secretaries, and a clerical supervisor of the local employment security office. They were asked specifically to consider the following as bases for analysis of the instrument: (1) wording of each item, (2) elimination of superfluous and/or addition of items that might have been omitted, (3) rearrangement of items into a more logical sequence, and (4) general format, total organization, and appearance of the instrument.
- f. The questionnaire was also evaluated by two seminar groups of business educators. Their recommendations generally paralleled those of the panel.
- g. Based on the panel's and seminar groups' recommendations, numerous refinements were made.
- h. The revised instrument was field tested with 44 office employees.
- i. Fourteen per cent of the field-test respondents were interviewed, using the procedure described in "c" above.
- j. As a result, additional minor revisions were made.
- k. Two additional experts in the areas of bookkeeping and accounting were consulted, and additional minor revisions were made.

#### Method Used in Distribution of Data-Gathering Instrument

The number of questionnaires distributed and the geographic area covered required that more than one person be involved in the distribution process. The employer units selected at random were plotted on a state map, and the State Director of Business and Office Education assisted with the identification of thirteen business educators who acted as interviewer-distributors. An orientation and training meeting was held to explain the objectives of the research, the random selection of office employees within firms, interview techniques, and the reporting system. Role playing was utilized as a training device.

Contact schedules were arranged to minimize the amount of time and travel necessary for contacts. Approximately one week before a contact was to be made, a letter of introduction was sent to the firm. A day or two before a contact, interviewers telephoned for appointments.

Experience demonstrated the importance of following normal lines of communication within an organization. In each case, personal contact was made with the owner, personnel manager, or the person having general responsibility over employees. The objectives, random selection of his firm, and needs of business education were explained. "Office employees" was carefully defined.

Interviewers, with assistance of managers, made random selection of the needed number of office employees within each firm. A table of random numbers was used for selection. If employees selected at random worked in firms employing supervisors, those supervisors were contacted and the objectives of the study were explained.

No coercive pressure was applied to persons whose names were selected at random. Voluntary cooperation was solicited. Genuinely appreciative attitudes toward what was being asked were exhibited.

Return envelopes accompanied the questionnaires. In most instances, the employees sent the completed questionnaires directly to project personnel. Employees of some firms and agencies returned the instruments to the management contact who forwarded them to project personnel.

Interviewers completed reporting forms containing various data about questionnaire distribution and sent them to project personnel. The forms were used as a basis for checking in the completed questionnaires (see Appendix J).

#### Follow-Up Procedures

Approximately one month after questionnaires had been distributed, follow-up letters were sent to non-respondents by project personnel. As a result of this effort, 36 additional questionnaires were completed.

Three weeks after the follow-up letters had been sent, those persons who had still not responded were contacted again. Where feasible, direct telephone contact was made by project personnel and the interviewers. Letters were sent to non-respondents who were not accessible by phone. Eleven more returns were obtained.

The total of 47 instruments received through follow-up efforts represented seven per cent of the total number of responses.

### Analysis of Returns

For a confidence level of 95 per cent, it was necessary to have 384 usable questionnaires returned based on an office population of 165,000 (5). According to the MODEL designed to obtain that number of returns, 800 questionnaires were to be distributed. Appendix E indicates how the 295 firms in the private enterprise sector were distributed. However, the actual distribution process did not perfectly match the MODEL. Of the 295 firms selected, 15 could not be located or were no longer in business, 15 firms declined to cooperate, and 21 stated that they performed "no office functions," because such work was "contracted out." Appendix K shows distribution of non-participating firms. All of the governmental and education agencies selected at random cooperated.

Appendix F shows the MODEL for distribution of the 800 questionnaires. Because some randomly selected firms declined to participate, the number of questionnaires distributed within each cell varied from the MODEL.

The "Average Number of Office Employees Per Employer Unit" concept developed in the MODEL assumed that the actual number of questionnaires distributed would approximate the number needed in each cell of the matrix. Analysis of the returns indicated that this was generally true, although over-sampling appeared in the Service "small-office," Manufacturing "small," and Wholesale "small" cells. In the X Large cells, all firms were identified and sampled in proportion. In each case, the number of questionnaires distributed was specified. Due to the limited number of responses needed in the X Large cells, the number of questionnaires distributed to the firms selected were also specified.

Due to the careful procedures used to contact employers and subjects the percentage of returns was exceptionally high. Overall, 663 (86.4 per cent) of the 767 questionnaires distributed were returned in usable form. In the private enterprise sector, 80.3 per cent were returned; and in the governmental and education sectors returns were 96.8 per cent. Appendix L shows the distribution and return for each cell of the matrix.

An examination of each cell in Appendix L indicates that the majority of non-responses were in the small- and medium-sized offices, although the overall rate of return for the private enterprise "small" cells was 68.1 per cent and in the "medium" cells the return was 90.6 per cent. Based on the actual distribution, the Manufacturing "small" cell, the Retail "small" cell, the Service "small" cell, and the Finance "medium" cell seem to be the areas where significant non-response bias could be evident. The non-response factor in the governmental and education sectors does not seem to be significant.

Analysis of the completed questionnaires indicated that some respondents did not respond to each of the 599 task items. In some cases a section or page was missed, perhaps inadvertently. A few respondents responded only to tasks they performed; i.e., they checked "yes" and not "no" as requested. A blank (no response) item was not recorded as either a "yes" or "no" but was considered a non-response. Therefore, the number of respondents (N) for some task items varies between 663 and 620.

The questionnaire contained one question that directed the respondents to classify themselves in one of six broad job categories noted below. Specific job titles were used as examples for each broad category. Project personnel checked each completed instrument to make sure that the job category checked had some relationship to the tasks performed by each respondent. In a few cases, it was necessary to decide in which category respondents belonged because of (a) non-response, (b) checking of two categories, or (c) an obvious error. Of the 663 total respondents, 92 were supervisory personnel, 162 were secretarial or stenographic personnel, 230 were clerical personnel, 131 were bookkeeping personnel, 28 were business machine operators, and 20 were data processing personnel.

#### Treatment of Data

The completed questionnaires were coded using a five-digit number. The first two digits represented the industry (SIC), the third digit represented the "size of office," and the last two digits represented the identification number within a specific SIC size category. (No more than 100 instruments were returned for any cell in a given SIC.)

The code number, personal data, and the task responses were coded on mark-sense sheets. Each questionnaire required thirteen sheets. IBM cards were punched directly from the mark-sense sheets, and a printout (raw listing) was obtained. Some inadequate mark sensing and a few double punches caused some inaccuracies. The necessary corrections were made, and another printout verified that the data were correct. A key-punch and verifying process probably would have been more efficient. Two programs, Cross I and Cross III, were modified for processing data by the IBM 360/67. Computer language used was Fortran IV, H Level.

#### Hypotheses/ Tests

Prior to developing the task frequency listings, it was necessary to know if the procedure in sampling was justified; that is, do office employees in different industries and in various sizes of offices perform some dissimilar tasks?

One null hypothesis stated that there was no significant difference in the tasks performed by office employees in the various industrial (SIC) categories. The alternate hypothesis stated that there was a significant difference in the tasks performed by office employees in the various industrial (SIC) categories.

A chi-square test for significance of proportions in k independent samples was used to test the null hypothesis at the 5 per cent (.05) level (6:175-179). It was applied to each of the 599 tasks. The maximum number of respondents was 654 as the nine cases in Agriculture, Mining, and Construction were deleted because responses were too few to be representative. Responses in the Railroad category were combined with those in Transportation. The State Education and Local Education categories also were combined. The chi-square test used and one of the 599 chi-square tables are shown in Appendix M.

The null hypothesis was rejected at the .05 level and the alternate hypothesis accepted. Of the 599 tasks, 417 tasks were performed by significantly different proportions of office employees in the various industrial classifications. That is, 417 tasks were significant at the .05 level or higher. This represented 69.5 per cent of the total number of tasks tested.

The second null hypothesis stated that there was no significant difference in the tasks performed by office employees working in small or large offices. The alternate hypothesis stated that there was a significant difference in the tasks performed by office employees working in small or large offices.

A chi-square test for independent proportions was used to test the null hypothesis at the .05 level (4:204). A small office was defined to correspond with the small-office size (1-4) used in the sample. Large offices included those in the sample's large (50-99), X large (100-299), and XX large (300+) sizes of offices. The sample's medium (5-49) size of office was not used in the test since the purpose was to test for significance of differences between clearly defined small and large offices.

The maximum number of respondents for the chi-square test was 252 (Small = 128 and Large = 124). Only the private enterprise sector was used to test this hypothesis. As previously discussed, certain problems were encountered in the governmental and education sectors in identifying the "size-of-office" populations. The chi-square test used and one of the 599 tables that appeared in the printout are shown in Appendix N.

The null hypothesis was rejected at the .05 level and the alternate hypothesis accepted. Of the 599 tasks, 311 were performed by a significantly different proportion of office employees working in small and large offices; that is, 311 tasks were significant at the .05 level or higher. This represented 51.8 per cent of the total number of tasks tested.

### Listings Showing Percentages of Workers Performing Tasks

Stratifying the sample both by industries (SIC) and size of office made the computer program more complex. For each of the 599 task items, a "per cent of response" was determined. It was necessary to know both the total number of workers who responded to a task item and the number who responded "yes." As previously noted, there was a variance of up to 40 respondents (N) for a given item.

Each "yes" response to a task item was assigned the value of one (1.0) in the private enterprise sector. However, in the governmental and education sectors the assigned value was .85; that is, in those categories the value of each "yes" response was reduced by .15 for the computer operations. The reasons for this decision are enumerated below:

1. Based on the MODEL, 65.5 per cent of the returns were to be from private enterprise; 35.5 per cent were to be from government and education. (The actual distribution was 62.8 per cent to private enterprise and 37.2 per cent to government and education.)
2. The private enterprise return was 80.3 per cent; the governmental and education return was 96.8 per cent.
3. The possibility of a bias in the governmental sector (discussed in the MODEL, pp. 20-21) was evident because of discrepancies between census data and SIC classifications. It is possible that the office population in certain types of governmental functions was overestimated.
4. There were not enough returns desired or obtained from some cells of the matrix (Appendix L) to apply a weighting scheme to each cell. (The representation of an entire cell by a single response is statistically indefensible.)
5. Statistical consultants unanimously agreed that it would be more accurate to reduce the value of the governmental returns than to increase the value of private enterprise returns to a dimension greater than one (1.0).

The actual percentage responding "yes" to a given item does not change as a result of reducing its value to .85 if the value assigned to each respondent is also reduced to .85. For example:

	<u>Reducing</u>
100 total respondents to an item	$100 \times .85 = 85$
57 check "yes"	$57 \times .85 = 48.45$
$57 \div 100 = .57$ or 57%	$48.45 \div 85 = .57$ or 57%

As previously noted, respondents were asked to place themselves in one of six broad job categories. As an illustration, one of the 599 tasks is listed below as it was printed out. (The task is "Type display or decorative type copy.")

**RESPONDENTS TO A GIVEN TASK**  
(Frequency Count)

	Spvcr	Sec/Steno	Cler	Bkkg	Bus Mach	D.P.	Total
Yes	9.00	40.95	29.85	10.00	1.00	0.00	90.80
No	79.65	114.40	183.95	108.80	23.95	19.25	530.00
Total	88.65	155.35	213.80	118.80	24.95	19.25	620.80

**COLUMN PERCENTAGE**  
(Per cent of "Yes" and "No" Respondents  
by Job Classification)

	Spvcr	Sec/Steno	Cler	Bkkg	Bus-Mach	D.P.
Yes	10.2	26.4	14.0	8.4	4.0	0.0
No	89.8	73.6	86.0	91.6	96.0	100.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

As the tables were printed by computer, cards were punched with the percentage applicable for each of the six job categories and the overall (composite). For example, the overall task performance percentage for the item illustrated in the "RESPONDENTS" table was obtained by dividing 90.80 by 620.80. The result is 14.6 per cent. This means that 14.6 per cent of all office employees in the sample perform the task. The percentages for each of the six broad job categories came directly from the "COLUMN PERCENTAGE" table. For the performance listings, the percentages were rounded to the nearest whole per cent. For example, the table shows that 10 per cent of the supervisory personnel perform the task; 26 per cent of the secretarial/stenographic personnel perform the task, etc.

The punched cards were ranked in descending order of percentages of workers performing tasks. This provided an overall (composite) work profile and profiles for each of the six broad job categories. Appendix 0 shows the descending rank order for the composite as well as the per cent of "yes" responses for each task item by job category.

Background data (sex, age, experience, etc.) were also computed for the composite and the six job categories. These data will be utilized in a forthcoming report.

The wording of certain questions was such that it was impossible to determine (a) the percentage of office employees who actually use a typewriter and (b) the percentage of office employees who actually write shorthand. It was necessary to extrapolate these data from the questionnaires.

The RESULTS AND FINDINGS section presents the composite profile showing percentages of workers performing all tasks and similar profiles for the six job categories. In the six job category profiles, only those tasks performed by 20 per cent or more of the respondents by (a) task category and (b) job classification are ranked.

## RESULTS AND FINDINGS

Individual office task items have been clustered within major categories of tasks (typewriting, filing, mailing, etc.) to provide Composite Clusters of Tasks performed by employees. Those same items have also been clustered within six broad categories of office work: supervisory, secretarial-stenographic, clerical, bookkeeping-accounting, business machine operators, and data processing. These clusters show the major types of tasks performed by workers in each occupational category.

Within each category, tasks performed are listed in rank order, determined by the percentage of respondents checking "yes." Hence, in the Composite Clusters, "Type postal cards" is followed by two numbers, "20.0" and "41." The first number shows that this task item ranks twentieth among the 69 typewriting tasks identified by the study. The second number shows that 41 per cent of all respondents performed the task of typing postal cards one or more times within the past two years.

Task items comprising the Composite Clusters are also grouped in five frequency-of-performance groups. Group 1 items are those performed by 80 per cent or more of respondents. Group 5 items are those performed by 19 per cent or less of respondents. The other three groups include tasks performed by percentages of workers ranging from 20 to 79.

**These data on percentages of workers performing tasks do not provide information about the relative importance of the task, portions of worker time used for its performance, or the levels of ability involved in its performance.**

**Due to the large number of tasks checked by fewer than 20 per cent of the respondents, Group 5 tasks have been omitted from the rank listings under the six occupational clusters. Any Group 5 item within any occupational cluster, however, can be ascertained from the straight-rank listing for all tasks shown in Appendix O. An analysis of the tasks performed by 20 per cent or more of the respondents, by job category and task category is located in Appendix P.**

**PERCENTAGES OF ALL  
OFFICE WORKERS IN THE SAMPLE  
PERFORMING TASKS  
(Composite)**

**PERCENTAGES OF ALL WORKERS PERFORMING  
TYPEWRITING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type addresses on envelopes and/or cards	1.0	87
Type carbon copies	2.0	80
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Proofread typewritten copy	3.0	78
Type business letters	4.0	77
Erase original copies	5.5	74
Erase carbon copies	5.5	74
Type memorandums	7.0	72
Type and/or rule tabular material (tables, columns, rows of figures)	9.0	69
Type final copy from rough-draft copy	9.0	69
Type labels individually	9.0	69
Type cards (index cards, file cards, "address finder" cards, etc.)	11.0	68
Type copy from unarranged copy	12.0	64
Type manuscripts and/or reports	13.5	62
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	13.5	62
Compose copy at the typewriter	15.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Select or order typewriting supplies and equipment (ribbons, erasers, etc.)	16.0	54
Select or order proper typewriting paper and carbon paper	17.0	50
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	18.0	48
Type in outline form	19.0	45
Type postal cards	20.0	41
Type information on continuous roll tape (gummed back or self-sealing back)	21.0	40

**TYPENRITING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Prepare ruled business forms	22.5	34
Type minutes or reports of meetings	22.5	34
Type and correct spirit masters (e.g., Ditto Masters)	24.0	33
Take dictation at the typewriter (type dictation as employer dictates)	25.5	32
Type on printed personnel forms	25.5	32
Type and correct stencils (Mimeograph process)	27.0	31
Type on printed purchase requisitions	28.0	30
Type on printed purchase orders	29.5	29
Type on printed checks	29.5	29
Type on printed invoices	31.5	25
Type on printed monthly statements	31.5	25
Type on printed telegrams	33.5	24
Type on printed payroll time sheets	33.5	24
Type and correct offset masters (mats or multilith)	36.5	22
Type budgets	36.5	22
Type on printed vouchers	36.5	22
Type on printed receipts	36.5	22
Type balance sheets	39.0	20
<b><u>Group 5 - Tasks performed by less than 20% of respondents</u></b>		
Type on printed W-2 tax forms	40.0	19
Type agreements	41.5	18
Type on printed credit memorandums	41.5	18
Type copy where all lines end even on the right margin (justifying)	43.0	17
Type acknowledgments	44.5	16
Type on printed tax returns	44.5	16
Type profit and loss statements	46.5	15
Use proofreading symbols	46.5	15
Type affidavits	49.0	14
Type insurance forms	49.0	14
Type on printed credit inquiries	49.0	14
Type sales contracts	52.5	13
Type display or decorative type copy	52.5	13
Type on printed news releases	52.5	13
Type on printed quotations	52.5	13
Type on printed shipping orders	55.0	12

**TYPENRITING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type leases	57.0	11
Type on printed bills of sale	57.0	11
Type on printed promissory notes	57.0	11
Type bank reconciliations	59.0	10
Type real estate papers	60.0	7
Type powers of attorney	62.0	6
Type mortgages	62.0	6
Type on printed sales quotas and graphs	62.0	6
Type deeds	65.0	5
Type incorporation papers	65.0	5
Type insurance policies	65.0	5
Type proxies	67.0	4
Type wills and probate papers	68.5	3
Type litigation papers	68.5	3

**PERCENTAGES OF ALL WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate typewriter* NOTE: 31% use manuals only; 17% use electric only; 43% use both manuals and electric	1.0	91
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate 10-key adding machine	2.0	76
Operate copying machine (e.g., Xerox, Thermofax, etc.)	3.0	70
Operate paper punch	4.0	62
Operate paper cutter	5.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate rotary calculator (e.g., Monroe CSA-10, SCM Marchant 10-CM, Friden CW, etc.)	6.0	39
Operate intercom	7.0	37
Operate spirit duplicator (e.g., Ditto)	8.0	25
Operate mailing meter (postage meter)	9.0	23
Operate stencil duplicator (e.g., mimeograph)	10.0	22

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\*This item did not specifically appear in questionnaire. The 91% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**OFFICE MACHINES CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate full keyboard adding-listing machine	11.0	21
Operate check writer protector	12.0	20
 <u>Group 5 - Tasks performed by less than 20% of respondents</u>		
Operate printing calculator	14.0	19
Operate transcribing machine (Dictaphone, IBM Executary, etc.)	14.0	19
Operate numbering machine	14.0	19
Operate mailing sealer	16.0	15
Service office machines and equipment (minor repairing)	17.0	14
Operate addressograph	18.0	12
Operate public-address system	19.0	11
Operate switchboard (PBX)	21.0	10
Operate dictating machine	21.0	10
Operate cash register	21.0	10
Operate bookkeeping machine	24.0	8
Operate electric stapler	24.0	8
Operate tape recorder	24.0	8
Operate teletype	27.0	7
Operate key punch	27.0	7
Use illuminated drawing board (e.g., Minoxcope, etc.)	27.0	7
Operate key-driven calculator	30.0	6
Operate microfilm reader	30.0	6
Operate automatic collator	30.0	6
Operate billing machine	34.5	5
Operate sorter	34.5	5
Operate offset duplicator (e.g., multilith)	34.5	5
Operate facsimile machine	34.5	5
Operate folding machine	34.5	5
Operate automatic letter opener	34.5	5
Operate tabulating machine	41.0	4
Operate electronic calculator (e.g., Friden 132 Electronic Calculator)	41.0	4
Operate photographic camera	41.0	4
Operate microfilm reproducer	41.0	4
Operate microfilm recorder	41.0	4
Operate check signing machine	41.0	4
Operate film, filmstrip, or slide projector	41.0	4

**OFFICE MACHINES CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate card verifier	48.0	3
Operate computer	48.0	3
Operate burster machine	48.0	3
Operate typing machine	48.0	3
Operate embossing machine (Graphotype)	48.0	3
Operate change-making machine	48.0	3
Operate elevator (not self-service)	48.0	3
Operate automatic typewriter (Autotypist, Robotype, IBM Magnetic tape machine, etc.)	56.0	2
Operate gang punch	56.0	2
Operate accounting machine	56.0	2
Operate motorized filing equipment	56.0	2
Operate de-collator	56.0	2
Operate binding machine	56.0	2
Operate paper shredder	56.0	2
Operate laminating machine	56.0	2
Operate overhead projector	56.0	2
Operate Vari-typer	63.0	1
Operate Justewriter	63.0	1
Operate Flexewriter	63.0	1
Operate inserter (stuffing machine)	63.0	1
Operate Cerlox machine	63.0	1

**PERCENTAGES OF ALL WORKERS TAKING  
DICTATION AND TRANSCRIBING**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
None		
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
None		
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Write shorthand (any system)*	1.0	32
Take dictation over the telephone	2.0	29
Transcribe (type) from shorthand outlines	3.0	27
Write shorthand from two or more dictators (but only one at a time)	4.0	22
Transcribe (type) from recorded media--belt, disc, etc. (e.g., IFM Executary, Dicta- phone, Stenorette, etc.) NOTE: 13% write shorthand and transcribe from recorded media; 7% transcribe from recorded media <u>only.</u>	5.0	20
<b><u>Group 5 - Tasks performed by less than 20% of respondents</u></b>		
Write group proceedings and/or conferences in shorthand	6.0	13
Write shorthand from <u>only one</u> dictator*	7.0	8

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\*These items did not specifically appear in questionnaire. It was necessary to extrapolate these data.

**DICTATION AND TRANSCRIBING CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Transcribe (type) from shorthand machine tape (e.g., Stenograph)	8.0	4
Operate shorthand machine (e.g., Stenograph)	9.0	1

**PERCENTAGES OF ALL WORKERS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Address letters, packages, etc.	1.0	86
Insert letters in envelopes	2.0	82
Fold letters	3.0	80
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Seal envelopes (manually)	4.0	77
Open mail	5.0	73
Take mail to mail room or mail box	6.0	72
Mark, attach, or enclose materials for outgoing mail	7.0	71
Read incoming mail	8.0	70
Sort mail (for different persons)	9.0	65
Forward or distribute mail	10.0	64
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Stamp envelopes (manually)	11.0	56
Pick up mail (leave desk to obtain)	12.0	55
Sign for Registered Mail	13.0	52
Sort mail (in priority order)	14.0	50
Read outgoing mail to check up on infor- mation, etc.	15.0	48
Make notes on incoming mail which superior should see	16.5	46
Wrap and tie packages	16.5	46
Attach pertinent correspondence to incoming mail for superior to refresh his memory	18.5	45
Sign boss's mail (his signature)	18.5	45
Take mail to post office	20.0	43
Have mail registered or certified	21.0	41
Calculate postal rates (parcel post, bulk, 1st class, etc.)	22.5	40
Stuff, bundle, sort, and/or label outgoing bulk mail	22.5	40

**MAILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Purchase postage	24.0	38
Stamp incoming mail (as to date, time, etc.)	25.5	37
Make up mailing list	25.5	37
Revise mailing list	27.0	35
Check mailing list	28.0	34
Have mail insured	29.0	30
Distribute mailing list	30.0	23
Obtain mailing material from post office (certified and registered mail stickers, rate sheets, etc.)	31.0	21
Trace mail	32.0	20
<u>Group 5 - Tasks performed by less than 20% of respondents</u>		
Log incoming mail (in regular book)	33.0	17
Use franking-permit privileges (right to send free mail)	34.0	16
Keep postage meter record	35.0	14
Recall mail from post office	36.0	8

**PERCENTAGES OF ALL WORKERS PERFORMING  
FILING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Get materials from files	1.0	90
Sort materials for filing	2.0	84
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Make folders and folder titles for files (labels)	3.0	77
Search for lost materials	4.0	75
Transfer records to inactive files	5.0	74
File materials by name of person	6.5	68
Revise files	6.5	68
File materials by topic or subject	8.0	65
Keep card indexes of various kinds	9.5	61
Handle classified or confidential files	9.5	61
File materials by number	11.0	60
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Dispose of records	12.0	57
File materials by date	14.0	53
Select and/or order filing equipment and supplies	14.0	53
Control and manage filing system	14.0	53
Handle cross references	16.0	50
Keep tickler or follow-up files of various kinds	17.0	49
Follow up released materials	18.0	43
Check out materials from files to employees	19.0	41
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Install filing system	20.0	39
Assign file numbers	21.0	34
File materials by city, state, or region	22.0	23

**FILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Keep clipping file (newspapers, magazine articles, etc.)	23.0	21
<u>Group 5 - Tasks performed by less than 20% of respondents</u>		
Keep clipping books (of any type)	24.0	11
Use microfilming equipment	25.0	6
File materials by sound (Soundex, etc.)	26.0	4
Use motorized filing equipment	27.0	3
Use magnetic filing equipment	28.0	2

**PERCENTAGES OF ALL WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Answer telephone	1.0	95
Place telephone calls (local)	2.0	92
Carry out written or oral orders or instructions of superiors	3.0	86
Place telephone memoranda, messages, etc., where employer will see them	4.0	84
Turn telephone calls over to another department	5.0	83
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Compose correspondence	6.0	74
Place telephone calls (long distance)	7.0	73
Give oral directions to other office workers	8.0	68
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Compose business reports of any kind	9.0	50
Compose written directions to other office workers	10.5	49
Screen employer's calls	10.5	49
Receive telegrams and/or cablegrams	12.0	45
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Send telegrams and/or cablegrams	13.0	37
Maintain record of long distance calls	14.5	29
Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	14.5	29

**TELEPHONING AND COMMUNICATING TASKS CONTINUED****Group 5 - Tasks performed by less than 20% of respondents**

	<b><u>Rank</u></b>	<b><u>Times Mentioned (Per Cent)</u></b>
Arrange for and/or cancel newspaper or magazine advertising	16.0	17
Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	17.5	13
Give oral presentations (reports, speeches, etc.)	17.5	13
Compose legal papers	19.0	11
Give dictation to other office workers	20.0	10
Figure cost of telegrams, long distance calls, etc.	21.0	9
Conduct meetings	22.0	8
Prepare audio-visual materials (transparencies, tape recordings, etc.)	23.0	7
Code telegrams and/or cablegrams	24.5	3
De-code telegrams and/or cablegrams	24.5	3

**PERCENTAGES OF ALL WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Look up names and addresses	1.0	80
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Arrange papers or articles (on your own and/or your employer's desk)	2.0	79
Cut materials (scissors, paper cutter, etc.)	3.5	75
Look over notes and memos for the day	3.5	75
Check on supplies (for re-ordering purposes)	5.0	74
Make notes for next day's work	6.0	73
Assemble and staple duplicated materials	7.5	72
Change calendar daily	7.5	72
Order supplies of various kinds for the office (from suppliers or central supply department:)	9.0	65
Send out notices of any type	10.0	63
Compare copy (one copy with another copy)	11.0	61
Protect valuable and confidential materials	12.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	13.0	58
Compile periodic reports	14.0	56
Get information from various departments needed for correspondence	15.5	55
Change dates on rubber stamps or time stamp machine daily	15.5	55
Make out requisitions	17.0	52
Distribute supplies	18.0	50
Inspect material received for completeness, damages, etc.)	19.5	49
Count items	19.5	49
Work with records of time and time cards	21.0	47

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make change	22.0	44
Gather data to fill out questionnaires	23.0	41
Post notices	24.0	40
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Check money orders, checks, etc., as to amounts, dates, signatures, etc.	25.0	39
Take inventory	26.0	38
Get quotations on supplies (from supplier)	27.5	37
Dust employer's desk and keep employer's desk neat	27.5	37
Route shipments of materials (within office, between departments, etc.)	30.5	35
Keep daily attendance of employees	30.5	35
Keep office manual or instruction book for employees	30.5	35
Review unfinished business file	30.5	35
Check up on observance of various laws (in connection with work)	33.0	33
Make preparations for meetings	34.0	30
Place daily newspapers, magazines, etc., on employer's desk	35.0	29
Keep calendar marked with appointments for employer at his desk	36.5	28
Weigh items	36.5	28
Make out accident reports for self or other workers	38.0	27
Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.	39.0	26
Check personnel of committees (names, addresses, etc.)	40.5	24
Keep records on maps or charts (sales records, etc.)	40.5	24
Obtain trip reservations and/or tickets for employer	42.5	22
Renew newspaper and magazine subscriptions	42.5	22
Make hotel reservations for employer	44.5	20
Prepare signs, posters, or other graphic materials	44.5	20

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make change	22.0	44
Gather data to fill out questionnaires	23.0	41
Post notices	24.0	40
 <u>Group 4 - Tasks performed by 35% to 20% of respondents</u>		
Check money orders, checks, etc., as to amounts, dates, signatures, etc.	25.0	39
Take inventory	26.0	38
Get quotations on supplies (from supplier)	27.5	37
Dust employer's desk and keep employer's desk neat	27.5	37
Route shipments of materials (within office, between departments, etc.)	30.5	35
Keep daily attendance of employees	30.5	35
Keep office manual or instruction book for employees	30.5	35
Review unfinished business file	30.5	35
Check up on observance of various laws (in connection with work)	33.0	33
Make preparations for meetings	34.0	30
Place daily newspapers, magazines, etc., on employer's desk	35.0	29
Keep calendar marked with appointments for employer at his desk	36.5	28
Weigh items	36.5	28
Make out accident reports for self or other workers	38.0	27
Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.	39.0	26
Check personnel of committees (names, addresses, etc.)	40.5	24
Keep records on maps or charts (sales records, etc.)	40.5	24
Obtain trip reservations and/or tickets for employer	42.5	22
Renew newspaper and magazine subscriptions	42.5	22
Make hotel reservations for employer	44.5	20
Prepare signs, posters, or other graphic materials	44.5	20

**CLERICAL TASKS CONTINUED**

<u>Group 5 - Tasks performed by less than 20% of respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Scan newspapers, magazines, trade journals, for employer marking items of interest to him	47.0	19
Make out shipping instructions (outgoing shipments)	47.0	19
Prepare agendas for meetings	47.0	19
Approve requisitions made out by others	50.5	18
Check tally sheets on various jobs	50.5	18
Revise stock list	50.5	18
Have legal papers recorded	50.5	18
Make arrangements for freight, express, etc.	55.0	17
Maintain incoming and outgoing correspondence register	54.5	15
Record daily shipments	54.5	15
Revise catalogs	56.0	13
Make out day's schedule for employer	57.0	12
Make out itinerary or schedule for employer's trips	58.5	11
Secure government permits of various kinds (buildings, tax, etc.)	58.5	11
Do work involving customs, tariff regulations, etc.	60.0	10
Act as notary public	61.5	7
Keep record of territory assigned salesmen	61.5	7
Obtain information and papers for foreign travel for employer	63.5	4
Apply for passports or visas for employer	63.5	4

**PERCENTAGES OF ALL WORKERS  
SECURING DATA**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use telephone directory	1.0	95
Use dictionary	2.0	86
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Use company manuals	3.0	64
Use office manuals	4.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Use U. S. Zip Code Directory	5.0	56
Use city directory	6.0	51
Use other reference books or manuals not listed here	7.0	47
Use maps	8.0	42
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Use secretarial handbook	9.0	37
Use technical manuals	10.5	34
Use newspapers	10.5	34
Use U. S. Postal Manual (postage rates, types of mail)	12.0	31
Use magazines	13.0	29
Use synonym books, thesaurus	14.0	22
Use atlas	15.0	21
Use timetables (R.R., airlines, etc.)	16.0	20

**SECURING DATA CONTINUED**

<u>Group 5 - Tasks performed by less than 20% of respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use library card indexes	17.0	13
Use encyclopedia	18.0	12
Use hotel reference books	19.0	8
Use almanac	20.0	7
Use Reader's Guide to Periodic Literature	21.0	4

**PERCENTAGES OF ALL WORKERS USING  
MATHEMATICS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use addition	1.0	95
Use subtraction	2.0	93
Use multiplication	3.0	89
Use division	4.0	87
Add long columns of figures	5.0	81
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use decimals	6.0	77
Use fractions	7.0	68
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Convert fractions to decimals	8.0	53
Convert decimals to fractions	9.0	47
Compute percentage problems	10.0	46
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Compute sales tax	11.0	37
Compute trade and cash discount	12.0	26
Compute interest charges	13.0	23
<b><u>Group 5 - Tasks performed by less than 20% of respondents</u></b>		
Compute amount and per cent of markup or loss	14.0	16
Compute insurance premiums (life, medical, retirement, etc.)	15.5	12
Compute property and/or income taxes	15.5	12
Work with reciprocals	17.0	11
Compute dividends	18.0	9
Compute foreign monies figures	19.0	7
Convert figures to metric system	20.0	4

**PERCENTAGES OF ALL WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
None		
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Keep books and/or ledgers for any purpose	1.0	45
Make journal entries (any type of journal)	2.0	44
Check bills and/or invoices (verify extensions, etc.)	3.0	42
Write receipts	4.0	41
Keep current files of invoices and purchase orders	5.0	40
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Make entries in special journals (Cash Receipts, Sales, Cash Payment, Purchases, etc.)	6.0	38
Deposit checks and/or cash in bank or cashier's office	7.0	36
Take orders for various goods or services (in person or by phone)	8.5	34
Write checks (for any purpose as a part of your job)	8.5	34
OK bills of any kind	10.0	33
Cash checks	11.0	31
Give checks to employer for signature	12.0	29
Act as cashier or teller	13.0	28
Post (transfer) entries from journals to a ledger (group of accounts)	15.0	27
Use ledger accounts with "balance" column (balance forward)	15.0	27

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Maintain payroll register (all employees listed)	15.0	27
Compute payrolls for employees	18.0	26
Compile statistical data	18.0	26
Apply for group insurance (as an employee)	18.0	26
Make "General Journal" entries	21.5	25
Work with subsidiary ledger (accounts receivable, accounts payable, etc.)	21.5	25
Endorse checks	21.5	25
Prove cash daily	21.5	25
Take care of checkbook and stubs	24.5	24
Keep cash account	24.5	24
Reconcile bank statement	26.5	23
Keep petty cash account	26.5	23
Calculate deductions (Income Tax, FICA, Insurance, etc.)	29.5	22
Maintain individual employee's earnings records	29.5	22
Send out invoices for payment due (on contract, etc.)	29.5	22
Take care of bankbook	29.5	22
Maintain price lists and make necessary changes	33.0	21
Figure extensions	33.0	21
Make petty cash payments	33.0	21
Write checks for payroll	36.0	20
Sell various goods or services	36.0	20
Use check register	36.0	20

**Group 5 - Tasks performed by less than 20% of respondents**

Prepare Worksheet	40.0	19
Total weekly or monthly sales	40.0	19
Make out monthly statements (for services rendered, goods sold, etc.)	40.0	19
Keep track of bad debts	40.0	19
Count money to verify cash register returns	40.0	19
Make "Combined Journal" entries	43.5	18
Handle collection of outstanding debts (accounts receivable)	43.5	18
Make entries directly to accounts if business does not use journals	45.5	17

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Prepare sales slips	45.5	17
Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)	49.5	15
Record time clock data on payroll forms	49.5	16
Make out withholding tax statements at end of year (W-2 forms)	49.5	16
Keep FICA tax records (Social Security)	49.5	16
Maintain file of W-4 forms	49.5	16
Prepare vouchers for traveling expenses	49.5	16
Keep state and/or Federal Government income tax records	54.0	15
Look up or check on financial ratings of customers or employees	56.0	15
Sign checks	54.0	15
Prepare Balance Sheet	59.0	14
Prepare adjusting entries	59.0	14
Make out reports for state and/or Federal Government pertaining to B & O tax, FUTA tax, FICA tax, income tax, state unemployment tax, state industrial tax, or sales tax	59.0	14
Figure inventory	59.0	14
Send out credit memos for goods returned, etc.	59.0	14
Age the accounts receivable	59.0	14
Prepare accounting data for transmittal to computer center	59.0	14
Make lists of employees for income tax purposes (salaries, etc.)	64.0	13
Record inventory records in proper forms	64.0	13
Chart data	64.0	13
Prepare closing entries	69.5	12
Close ledger accounts	69.5	12
Keep state unemployment tax records	69.5	12
Keep state industrial insurance records	69.5	12
Keep state sales tax records	69.5	12
Work in connection with <u>other</u> state or Federal taxes, licenses, permits, reports, etc.	69.5	12
Keep records of sales exempt from tax	69.5	12
Decide charges on work done	69.5	12
Make entries only in journal(s) if business uses only journal(s)--does not use any accounts as such	77.5	11
Prepare reversing entries	77.5	11

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Rule ledger accounts	77.5	11
Post data on daily sales sheets by department or employee	77.5	11
Record daily sales in unit control forms	77.5	11
Make decisions on discounts allowable	77.5	11
Figure discount and maturity dates	77.5	11
Make contract for supplies, services, etc.	77.5	11
Rule journals	85.5	10
Keep FUTA tax records (Fed. unemploy- ment tax)	85.5	10
Keep books which supply data for income tax for company, trust, etc.	85.5	10
Work with city and/or county tax statements	85.5	10
Keep records pertaining to employees belonging to union	85.5	10
Record cash register tapes	85.5	10
Use voucher register	85.5	10
Prepare bids (for contract)	85.5	10
Prepare Profit and Loss Statement (Income Statement)	93.0	9
Keep B & O tax records	93.0	9
Record stock count information in proper book (merchandise control)	93.0	9
Assemble and/or interpret cost data	93.0	9
Countersign checks	93.0	9
Collect notes	93.0	9
Make up budgets	93.0	9
Systematize and record items deductible from income tax	101.0	8
Work with accruals	101.0	8
Keep wage and sales comparison records	101.0	8
Keep wage and cost comparisons	101.0	8
Keep sales performance records	101.0	8
Keep record of interest-due dates	101.0	8
Responsible for notes, renewals, drafts, etc.	101.0	8
Make lists of contents of office safe and/or safe deposit box and keep it up to date	101.0	8
Arrange for insurance policies	101.0	8
Prepare Post-Closing Trial Balance	107.5	7
Compute depreciation	107.5	7

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Interpret financial figures into a simpler statement	107.5	7
Make out household and/or personal checks for employer	107.5	7
Determine ratios other than current ratios or acid-test ratios	114.5	6
Establish depreciation schedules for equipment	114.5	6
Arrange with bank for funds to be wired or cabled	114.5	6
Make financial graphs	114.5	6
Take care of employer's personal insurance (car, life, etc.)	114.5	6
Obtain credit cards for employer	114.5	6
Keep list of credit card numbers	114.5	6
Figure premiums (insurance, etc.)	114.5	6
OK monthly group insurance bills	114.5	6
Figure insurance rates	114.5	6
Prepare salesman's commission statements	120.0	5
Prepare Capital Statement	123.5	4
Determine current ratio	123.5	4
Get letters of credit from banks	123.5	4
Make list of personal stocks, notes, collateral, etc. (employer's)	123.5	4
Keep lists of employer's personal property up to date	123.5	4
Work on quarterly or annual dividends	123.5	4
Prepare income tax return for company, trust, etc.	130.5	3
Purchase traveler's checks for employer	130.5	3
Use insurance register	130.5	3
Prepare personal income tax return for employer	130.5	3
Check and mail stock certificates	130.5	3
Issue dividend checks	130.5	3
Make list of securities (for business)	130.5	3
Secure quotations from brokers	130.5	3
Determine acid-test ratios	138.5	2
Make up weekly statement of overdrawn bank account	138.5	2
Prepare key-punched customer credit record of charges and payments for transmittal to computer center	138.5	2
Purchase foreign exchange	138.5	2

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Arrange for payment of dividends	138.5	2
Make dividend lists	138.5	2
Keep file of maturity dates of securities	138.5	2
Buy stocks	138.5	2
Prepare cash register stock control tapes for transmittal to computer center	143.5	1
Sell stocks	143.5	1

**PERCENTAGES OF ALL WORKERS PERFORMING  
EDITORIAL TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
None		
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
None		
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Gather data for reports	1.0	29
Prepare material for printer or publisher	2.0	28
Compile one report from numerous small ones	3.0	27
Make arrangements for centralized department to duplicate materials	4.0	26
Edit letters dictated by employer	5.0	25
Make arrangements for centralized department to print materials	6.0	24
Read legal rulings, current topics, books, etc.	7.0	21
<b><u>Group 5 - Tasks performed by less than 20% of respondents</u></b>		
Check printer's "proof copy"	8.0	19
Clip and collect magazine articles, newspapers, etc., of interest	9.0	16
Edit reports, bulletins, etc.	10.5	15
Punctuate articles, manuscripts, etc.	10.5	15
Get information from library	12.0	14

**EDITORIAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make arrangements for centralized department to bind materials	13.0	12
Arrange for printed programs	14.5	11
Give news, information, etc., to reporters	14.5	11
Take care of publicity items	16.0	9
Summarize articles, reports, lectures, etc.	17.0	8
Edit manuscripts	18.5	6
Write advertisements of various kinds (circular letters, bulletins, newspaper advertising, etc.)	18.5	6
Prepare pamphlets and catalogs	20.5	5
Write copy for newspapers, magazines, etc.	20.5	5
Prepare posters for advertising	23.0	4
Keep scrap books of various items for newspapers or magazines	23.0	4
Help plan advertising campaigns	23.0	4
Gather news for various papers, magazines, etc.	25.0	3
Compile bibliographies	26.5	2
Edit magazine or paper (house organ, trade magazine, etc.)	26.5	2
Translate letters, articles, etc., from foreign languages into English	28.5	1
Translate letters, articles, etc., from English into foreign language	28.5	1

**PERCENTAGES OF ALL WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent.)</u>
Plan work for one's self	1.0	88
Give information in response to verbal inquiries	2.0	87
Decide on priority of work for self	3.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Direct people to proper office or department	4.0	78
Hear complaints in office and over tele- phone	5.0	72
Meet callers	6.0	70
Make introductions	7.0	67
Make recommendations for improvements of office procedures, routines, etc.	8.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Confer with employer on policy, procedures, etc.	9.0	56
Instruct new employees (work procedures, job orientation, etc.)	10.0	54
Keep employer reminded of engagements, dates, things to do, etc.	11.5	53
Give directions for work to be done (as a co-worker or supervisor)	11.5	53
Coordinate with other personnel on various matters for employer	13.0	50
Make engagements and appointments for employer	14.0	45
Plan work for others	15.0	44
"Screen" visitors or people who want to see your employer	16.0	43
Get rid of cranks, beggars, and other undesirables	17.0	41
Check up on unfinished work of other employees	18.5	40
Handle service calls on equipment	18.5	40

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Decide on priority of work for others	20.0	39
Follow up on written notices for meetings by telephone	21.0	36
Distribute work among other employees (in a supervisory capacity)	22.0	33
Manage office	23.0	31
Supervise other employees	25.0	30
Round up people for meetings	25.0	30
Counteract false reports which spread in organization	25.0	30
Assist in plans for entertainments, receptions, dinners	27.0	25
Attend conventions, banquets, or meetings outside company but relating to company business	28.0	24
Interview and/or recommend applicants for employment	29.5	23
Consult with attorney, tax-examiner, auditor, etc.	29.5	23
Act as a guide to visitors	31.0	22
Reprimand employees	32.5	20
Approve (OK) customers' checks, charge purchases, etc.	32.5	20
<b><u>Group 5 - Tasks performed by less than 20% of respondents</u></b>		
Investigate causes of trouble between employees	34.5	19
Serve on committees within company	34.5	19
Arrange lunch hours or vacations for employees	37.0	18
Help with campaigns of various kinds	37.0	18
Render policy decisions on questions asked by members of office force	37.0	18
Investigate references, personal or financial	39.0	17

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make arrangements for guests and visitors (hotel, entertainment, etc.)	40.0	16
Act as hostess at company-sponsored teas, coffee hours, parties, etc.	41.0	14
Issue permits for various things	42.0	13
Hire employees	43.5	12
Help organize office or company committees	43.5	12
Address a meeting of employees	45.0	10
Act for your employer on committees	46.0	9
Administer employment tests	48.0	8
Discharge employees	48.0	8
Travel to make investigations of various kinds	48.0	8
Teach training class of employees	50.5	7
Secure signers for petitions of various kinds	50.5	7
Conduct "Exit" interviews	52.5	5
Oversee workmen (carpenters, electricians, etc.)	52.5	5
Select and/or invite speakers	54.5	4
Arrange itineraries for speakers, salesman, etc.	54.5	4

**PERCENTAGES OF ALL WORKERS PERFORMING  
MISCELLANEOUS TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Straighten up office	1.0	77
Dust	2.0	76
Run errands	3.0	66
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Prepare or obtain coffee or refreshments for employer or his guests	4.0	48
Clean and oil typewriter	5.5	47
Collect money from office employees for various purposes	5.5	47
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Clean and oil office equipment other than typewriter	7.0	31
Arrange physical layout of office, pictures, furniture, draperies, etc.	8.0	30
Select or order furnishings for office	9.0	29
Advise employer of illnesses, deaths, births, weddings, etc., of friends	10.0	25
Purchase flowers, fruit, books, gifts, etc., for office	11.0	23
Arrange for disposal of worn-out equipment	12.0	22

**MISCELLANEOUS TASKS CONTINUED**

<u>Group 5 - Tasks performed by less than 20% of respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Write letters of condolence and congratulation	13.5	18
Keep in touch with legislative activity that bears on work	13.5	18
Shop for employer	15.0	17
Send out Christmas cards for employer	17.5	15
Acknowledge letters of condolence and congratulation	17.5	15
Write suitable cards to accompany gifts, flowers, etc., sent by employer	17.5	15
Acknowledge invitations	17.5	15
Help with decorations at meetings or conventions	20.0	13
Keep stock of employer's personal stationery, cards, etc., on hand	22.0	12
Purchase Christmas cards, valentines, birthday cards, etc., for employer	22.0	12
Send out invitations	22.0	12
Prepare and keep up abstract book or file folder with excerpts and reprints of speeches, hints for speeches, data figures, illustrations, etc.	24.0	9
Make arrangements for repairs on employer's personal property (car, etc.)	25.0	8
Dress window (window displays)	26.5	6
Keep employer photographs and biographical information for publicity	26.5	6
Trace maps	28.0	5
Collect stamps for employer, domestic or foreign	29.0	4
Keep personal diary for employer	30.5	2
Make tracings for blueprints	30.5	2
Assist with laboratory work	32.5	1
Make blueprints	32.5	1

**PERCENTAGES OF  
SUPERVISORY WORKERS  
PERFORMING TASKS**

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
TYPEWRITING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Type addresses on envelopes and/or cards	1.0	71
Proofread typewritten work	2.0	68
Type business letters	3.0	65
Type carbon copies	4.0	64
Select or order typewriting supplies and equipment (ribbons, erasers, etc.)	5.0	60
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Type memorandums	6.5	59
Erase original copies	6.5	59
Erase carbon copies	8.0	58
Select or order proper typewriting paper and carbon paper	9.0	56
Type labels individually	10.5	49
Type cards (index cards, file cards, "address finder" cards, etc.)	10.5	49
Type manuscripts and/or reports	12.5	48
Type and/or rule tabular material (tables, columns, rows of figures)	12.5	48
Type copy from unarranged copy	14.0	47
Type final copy from rough-draft copy	15.5	46
Compose copy at the typewriter	15.5	46
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	17.0	42
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Type postal cards	18.0	36
Type on printed purchase orders	19.0	35

**TYPENRITING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	20.5	34
Type on printed checks	20.5	30
Type in outline form	22.0	33
Type on printed invoices	23.0	29
Prepare ruled business forms	24.5	28
Type on printed monthly statements	24.5	28
Type on printed W-2 tax forms	26.5	27
Type on printed purchase requisitions	26.5	27
Type minutes or reports of meetings	29.5	26
Type on printed credit memorandums	29.5	26
Type on printed personnel forms	29.5	26
Type on printed receipts	29.5	26
Type information on continuous roll tape (gummed back or self-sealing back)	32.0	25
Type on printed payroll time sheets	33.0	24
Type dictation at the typewriter (type dictation as employer dictates)	34.5	23
Type on printed tax returns	34.5	23
Type on printed vouchers	36.0	21
Type agreements	37.0	20

**PERCENTAGES OF SUPERVISORY WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate typewriter* NOTE: 42% use manuals only; 7% use electrics only; 29% use both manuals and electrics	1.0	78
Operate 10-key adding machine	2.0	77
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Operate copying machine (e.g., Xerox, ThermoFax, etc.)	3.0	55
Operate paper punch	4.0	47
Operate paper cutter	5.0	45
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate rotary calculator (e.g., Monroe CSA-10, SCM Marchant 10-CM, Friden CW, etc.)	6.0	39
Operate intercom	7.0	33
Operate check writer protector	8.0	32
Operate printing calculator	9.5	25
Operate full keyboard adding-listing machine	9.5	25
Operate mailing meter (postage meter)	11.0	20

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\*See footnote in Composite Clusters section.

**PERCENTAGES OF SUPERVISORY WORKERS TAKING  
DICTATION AND TRANSCRIBING**

**All tasks less than 20 percent.**

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Open mail	1.0	76
Read incoming mail	2.0	75
Address letters, packages, etc.	3.0	73
Seal envelopes (manually)	4.0	72
Insert letters in envelopes	5.0	71
Sign for Registered Mail	6.0	68
Mark, attach, or enclose materials for outgoing mail	7.5	67
Fold letters	7.5	67
Stamp envelopes	9.5	61
Read outgoing mail to check up on informa- tion, etc.	9.5	61
Sort mail (for different persons)	11.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Forward or distribute mail	13.0	57
Take mail to mail room or mail box	13.0	57
Purchase postage	13.0	57
Pick up mail (leave desk to obtain)	15.5	55
Make notes on incoming mail which superior should see	15.5	55
Take mail to post office	17.0	54
Have mail registered or certified	18.0	51
Wrap and tie packages	19.0	50
Attach pertinent correspondence to incoming mail for superior to refresh his memory	20.0	49
Have mail insured	21.0	48
Sign boss's mail (his signature)	22.0	46
Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	23.0	44
Sort mail	24.0	43

**MAILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Make up mailing list	25.0	39
Revise mailing list	26.0	38
Stamp incoming mail (as to date, time, etc.)	27.0	37
Check mailing list	28.0	35
Stuff, bundle, sort, and/or label outgoing bulk mail	29.0	33
Obtain mailing material from post office (certified and registered mail stickers, rate sheets, etc.)	30.0	29
Trace mail	31.0	27
Distribute mailing list	32.0	22

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
FILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Get materials from files	1.0	79
Search for lost materials	2.0	71
Sort materials for filing	3.0	70
File materials by name of person	4.5	68
Handle classified or confidential files	4.5	68
Revise files	6.5	67
Select and/or order filing equipment and supplies	6.5	67
Transfer records to inactive files	8.0	63
Make folders and folder titles for files (labels)	9.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Control and manage filing system	10.0	59
Keep card indexes of various kinds	11.0	58
Dispose of records	12.0	57
Keep tickler or follow-up files of various kinds	13.0	51
File materials by topic or subject	14.0	50
Follow up released materials	15.5	47
Install filing system	15.5	47
Handle cross references	17.0	42
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
File materials by number	18.0	39
Assign file numbers	19.0	37
Check out materials from files to employees	20.0	36

**FILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
File materials by date	21.0	32
Keep clipping file (newspapers, magazine articles, etc.)	22.0	28

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Place telephone calls (local)	1.5	93
Answer telephone	1.5	93
Place telephone calls (long distance)	3.0	89
Compose correspondence	4.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Give oral directions to other office workers	5.0	79
Carry out written or oral orders or instructions of superiors	6.0	77
Place telephone memoranda, messages, etc., where employer will see them	7.0	73
Turn telephone calls over to another department	8.0	69
Compose written directions to other office workers	9.0	67
Compose business reports of any kind	10.0	66
Receive telegrams and/or cablegrams	11.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Send telegrams and/or cablegrams	12.0	48
Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	13.0	47
Screen employer's calls	14.0	45
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Give oral presentations (reports, speeches, etc.)	15.0	39
Maintain record of long distance calls	16.0	36
Arrange for and/or cancel newspaper or magazine advertising	17.5	35

**TELEPHONING AND COMMUNICATING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Conduct meetings	17.5	35
Give dictation to other office workers	19.0	33
Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	20.0	30
Compose legal papers	21.0	20

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Order supplies of various kinds for the office (from suppliers or central supply department)	1.5	82
Check on supplies (for re-ordering purposes)	1.5	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Look over notes and memos for the day	3.0	79
Arrange papers or articles on your own and/or your employer's desk	4.5	78
Look up names and addresses	4.5	78
Make notes for next day's work	6.0	77
Protect valuable and confidential materials	7.0	74
Inspect material received for completeness, damages, etc.	8.0	69
Change calendar daily	9.0	67
Compile periodic reports	10.0	66
Get quotations on supplies (from supplier)	11.0	63
Send out notices of any type	12.0	62
Cut materials (scissors, paper cutter, etc.)	13.0	61
Work with records of time and time cards	14.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Distribute supplies	15.5	59
Assemble and staple duplicated materials	15.5	59
Compare copy (one copy with another copy)	17.5	58
Get information from various departments needed for correspondence	17.5	58
Make out requisitions	19.0	57
Make change	20.0	56
Gather data to fill out questionnaires	21.0	55
Count items	22.0	54
Take inventory	23.0	53
Check up on observance of various laws (in connection with work)	24.0	51

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	25.5	48
Keep daily attendance of employees	25.5	48
Post notices	27.0	47
Check money orders, checks, etc., as to amounts, dates, signatures	28.5	46
Approve requisitions made out by others	28.5	46
Change dates on rubber stamps or time stamp machine daily	30.0	45
Review unfinished business file	31.0	43
Renew newspaper and magazine subscriptions	32.0	42
Route shipments of materials (within office, between departments, etc.)	33.0	41
Make preparations for meetings	34.0	40

**Group 4 - Tasks performed by 39% to 20% of  
respondents**

Make out accident reports for self or other workers	35.0	39
Keep office manual or instruction book for employees	36.0	38
Keep records on maps or charts (sales records, etc.)	37.5	35
Have legal papers recorded	37.5	35
Weigh items	40.0	33
Make arrangements for freight, express, etc.	40.0	33
Make out shipping instructions (outgoing shipments)	40.0	33
Prepare agenda for meetings	42.5	31
Prepare signs, posters, or other graphic materials	42.5	31
Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.	44.0	30
Check personnel of committees (names, addresses, etc.)	45.0	29
Revise stock list	46.5	28
Check tally sheets on various jobs	46.5	28
Place daily newspapers, magazines, etc., on employer's desk	48.0	27
Secure government permits of various kinds (buildings, tax, etc.)	49.0	26

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Keep calendar marked with appointments for employer at his desk	50.0	25
Dust employer's desk and keep employer's desk neat	51.5	24
Record daily shipments	51.5	24
Scan newspapers, magazines, trade journals, for employer marking items of interest to him	53.0	22
Make hotel reservations for employer	54.5	21
Do work involving customs, tariff regulations, etc.	54.5	21
Revise catalogs	56.0	20

**PERCENTAGES OF SUPERVISORY WORKERS  
SECURING DATA**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use telephone directory	1.0	93
Use dictionary	2.0	86
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Use office manuals	3.0	63
Use company manuals	4.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Use other reference books or manuals	5.0	55
Use maps	6.0	53
Use newspapers	7.0	52
Use technical manuals	9.0	49
Use city directory	9.0	49
Use magazines	9.0	49
Use U.S. Zip Code Directory	11.0	48
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Use U.S. Postal Manual (postage rates, types of mail, etc.)	12.0	36
Use timetables (R.R., airlines, etc.)	13.0	32
Use atlas	14.0	28
Use library card indexes	15.0	22

**PERCENTAGES OF SUPERVISORY WORKERS USING  
MATHEMATICS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use addition	1.0	95
Use subtraction	2.5	94
Use multiplication	2.5	94
Use division	4.0	92
Add long columns of figures	5.0	81
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Use decimals	6.0	79
Use fractions	7.0	76
Convert fractions to decimals	8.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Compute percentage problems	9.0	58
Convert decimals to fractions	10.0	57
Compute trade and cash discount	11.0	48
Compute sales tax	12.0	44
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compute interest charges	13.0	37
Compute amount and per cent of markup or loss	14.0	33
Compute property and/or income taxes	15.0	26
Compute insurance premiums (life, medical, retirement, etc.)	16.0	25
Work with reciprocals	17.0	22

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Check bills and/or invoices (verify extens sions, etc.)	1.0	67
OK bills of any kind	2.0	66
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Keep current files of invoices and purchase orders	3.5	55
Write receipts	3.5	55
Take orders for various goods or services (in person or by phone)	5.0	54
Deposit checks and/or cash in bank or cashier's office	6.0	53
Make journal entries (any type of journal)	7.0	52
Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	8.0	49
Compute payrolls for employees	10.0	48
Endorse checks	10.0	48
Write checks (for any purpose as a part of your job)	10.0	48
Keep books and/or ledgers for any purpose	12.0	47
Take care of checkbook and stubs	13.0	46
Cash checks	14.5	45
Calculate deductions (Income Tax, FICA, Insurance, etc.)	14.5	45
Maintain payroll register (all employees listed)	17.0	42
Sell various goods or services	17.0	42
Maintain price lists and make necessary changes	17.0	42
Keep track of bad debts	20.0	41

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Sign checks	20.0	41
Take care of bankbook	20.0	41
Handle collection of outstanding debts (accounts receivable)	22.0	40
 <b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Maintain individual employee's earnings records	23.5	39
Keep petty cash account	23.5	39
Write checks for payroll	27.0	37
Post (transfer) entries from journals to a ledger (group of accounts)	27.0	37
Keep cash account	27.0	37
Use check register	27.0	37
Act as cashier or teller	27.0	37
Reconcile bank statement	30.5	36
Prove cash daily	30.5	36
Use ledger accounts with "balance" column (balance form)	32.0	35
Make petty cash payments	33.5	34
Count money to verify cash register returns	33.5	34
Make "General Journal" entries	35.5	33
Work with subsidiary ledger (accounts receivable, accounts payable, etc.)	35.5	33
Keep FICA tax (Social Security) records	38.0	31
Figure inventory (value)	38.0	31
Make contract for supplies, services, etc.	38.0	31
Decide charges on work done	40.5	30
Age the accounts receivable	40.5	30
Figure extensions	44.5	29
Make out reports for state and/or Federal Government pertaining to taxes	44.5	29
Total weekly or monthly sales	44.5	29
Prepare sales slips	44.5	29
Give checks to employer for signature	44.5	29
Compile statistical data	44.5	29
Apply for group insurance (as an employee)	48.5	28
Make out withholding tax statements at end of year (W-2 forms)	48.5	28
Keep records for state or Federal income taxes	54.0	27

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Maintain file of W-4 forms	54.0	27
Make lists of employees for income tax purposes (salaries, etc.)	54.0	27
Record inventory records in proper forms	54.0	27
Prepare vouchers for traveling expenses	54.0	27
Make out monthly statements (for services rendered, goods sold, etc.)	54.0	27
Make up budgets	54.0	27
Make "Combined Journal" entries	54.0	27
Prepare Worksheet	54.0	27
Keep records of sales exempt from tax	59.0	26
Keep records for State Unemployment taxes	60.5	25
Keep records for State Industrial Insurance	60.5	25
Keep records for Sales tax	63.0	24
Look up or check on financial ratings of customers or employees	63.0	24
Assemble and/or interpret cost data	63.0	24
Work in connection with <u>other</u> state or federal taxes, licenses, permits, reports, etc.	65.5	23
Send out invoices for payment due (on contract, etc.)	65.5	23
Make decisions on discounts allowable	70.5	22
Work with city and/or county tax statements	70.5	22
Prepare bids (for contract)	70.5	22
Countersign checks	70.5	22
Record time clock data on payroll forms	70.5	22
Keep FUTA Tax (Federal Unemployment tax) records	70.5	22
Make entries directly to accounts	70.5	22
Prepare adjusting entries	70.5	22
Keep books which supply data for income tax for company, trust, etc.	76.0	21
Post data on daily sales sheets by department or employee	76.0	21
Arrange for insurance policies	76.0	21
Systematize and record items deductible from income tax	80.5	20
Keep records pertaining to employees belonging to union	80.5	20
Record stock count information in proper book (merchandise control)	80.5	20

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned' (Per Cent.)</u>
Send out credit memos for goods returned, etc.	80.5	20
Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)	80.5	20
Prepare closing entries	80.5	20

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
EDITORIAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Gather data for reports	1.0	38
Prepare material for printer or publisher	2.5	36
Check printer's "proof copy"	2.5	36
Read legal rulings, current topics, books, etc.	4.0	35
Make arrangements for centralized department to print materials	5.0	30
Make arrangements for centralized department to duplicate materials	6.0	29
Compile one report from numerous small ones	7.0	26
Clip and collect magazine articles, news- papers, etc., of interest	8.0	24
Edit reports, bulletins, etc.	9.0	23
Give news, information, etc., to reporters	10.5	22
Take care of publicity items	10.5	22
Summarize articles, reports, lectures, etc.	12.5	20
Arrange for printed programs	12.5	20

**PERCENTAGES OF SUPERVISORY WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Plan work for one's self	1.0	89
Give information in response to verbal inquiries	2.5	88
Decide on priority of work for self	2.5	88
Hear complaints in office and over telephone	4.0	84
Make recommendations for improvements of office procedures, routines, etc.	5.5	82
Give directions for work to be done (as a co-worker or supervisor)	5.5	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Meet callers	7.0	78
Plan work for others	9.0	76
Check up on unfinished work of other employees	9.0	76
Instruct new employees (work procedures, job orientation, etc.)	9.0	76
Distribute work among other employees (in a supervisory capacity)	12.0	75
Supervise other employees	12.5	74
Make introductions	12.5	74
Direct people to proper office or department	14.0	73
Decide on priority of work for others	15.5	72
Manage office	15.5	72
Confer with employer on policy, procedures, etc.	17.0	67
Interview and/or recommend applicants for employment	18.0	61
Investigate causes of trouble between employees	19.0	60

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Reprimand employees	20.0	57
Coordinate with other personnel on various matters for employer	21.5	55
Attend conventions, banquets, or meetings outside of company but relating to company business	21.5	55
Counteract false reports which spread in an organization	23.0	54
Arrange lunch hours or vacations for employees	24.5	53
Get rid of cranks, beggars, and other undesirables	24.5	53
Consult with attorney, tax-examiner, auditor, etc.	26.0	52
Handle service calls on equipment	27.0	51
"Screen" visitors or people who want to see your employer	28.5	45
Hire employees	28.5	45
Make engagements and appointments for employer	31.0	44
Keep employer reminded of engagements, dates, things to do, etc.	31.0	44
Render policy decisions on questions asked by members of office force	31.0	44
Round up people for meetings	33.5	43
Assist in plans for entertainments, recep- tions, dinners, etc.	33.5	43
Approve (OK) customers' checks, charge purchases, etc.	35.0	41
Act as a guide to visitors	36.0	40

Group 4 - Tasks performed by 39% to 20% of  
respondents

Follow up on written notices for meetings by telephone	37.5	35
Investigate references, personal or financial	37.5	35
Help with campaigns of various kinds	39.0	34
Discharge employees	40.5	33
Travel to make investigations of various kinds	40.5	33
Address a meeting of employees	42.0	30

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Serve on committees within company	43.0	27
Issue permits for various things	45.0	24
Make arrangements for guests and visitors (hotel, entertainment, etc.)	45.0	24
Teach training class of employees	45.0	24
Help organize office or company committees	47.5	23
Act for your employer on committees	47.5	23
Act as hostess at company-sponsored teas, coffee hours, parties, etc.	49.0	21
Administer employment tests	50.0	20

**PERCENTAGES OF SUPERVISORY WORKERS PERFORMING  
MISCELLANEOUS TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Straighten up office	1.0	71
Dust	2.5	62
Run errands	2.5	62
Select or order furnishings for office	4.0	60
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Arrange physical layout of office, pictures, furniture, draperies, etc.	5.0	57
Arrange for disposal of wornout equipment	6.0	51
Collect money from office employees for various purposes	7.0	44
Clean and oil typewriter	8.0	40
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Prepare or obtain coffee or refreshments for employer or his guests	9.0	38
Purchase flowers, fruit, books, gifts, etc., for office	10.5	33
Keep in touch with legislative activities that bear on work	10.5	33
Clean and oil office equipment other than typewriter	12.0	30
Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>	13.5	26
Write letters of condolence and congrat- ulation	13.5	26
Shop for employer	16.0	23
Write suitable cards to accompany gifts, flowers, etc., sent by employer	16.0	23
Acknowledge letters of condolence and congratulation	16.0	23

**PERCENTAGES OF  
SECRETARIAL/STENOGRAPHIC WORKERS  
PERFORMING TASKS**

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
TYPEWRITING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type carbon copies	1.0	99
Type final copy from rough-draft copy	2.5	98
Type addresses on envelopes and/or cards	2.5	98
Type memorandums	4.5	97
Type business letters	4.5	97
Proofread typewritten copy	6.0	96
Erase carbon copies	7.0	95
Erase original copies	8.5	94
Type and/or rule tabular material (tables, columns, rows of figures)	8.5	94
Type manuscripts and/or reports	10.0	92
Type copy from unarranged copy	11.5	91
Type cards (index cards, file cards, "address finder" cards, etc.)	11.5	91
Type labels individually	13.0	90
Compose copy at the typewriter	14.0	89
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	15.0	86
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Type in outline form	16.0	77
Select or order other typewriting supplies and equipment (erasers, ribbons, etc.)	17.0	73
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	18.5	72
Type minutes or reports of meetings	18.5	72
Select or order proper typewriting paper and carbon paper	20.0	69
Take dictation at the typewriter (type dictation as employer dictates)	21.0	65

**TYPENWRITING TASKS CONTINUED**

**Group 3 - Tasks performed by 59% to 40% of respondents**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type information on continuous roll tape (gummed back or self-sealing back)	22.0	58
Type and correct spirit masters (e.g., Ditto Masters, etc.)	23.0	57
Type on printed personnel forms	24.0	55
Type postal cards	25.0	53
Type on printed purchase requisitions	26.0	49
Type and correct stencils (Mimeograph process)	27.5	47
Type on printed telegrams	27.5	47
Prepare ruled business forms	29.0	45
Type and correct offset masters (mats or multilith)	30.0	40

**Group 4 - Tasks performed by 39% to 20% of respondents**

Type budgets	31.0	39
Type on printed purchase orders	32.0	38
Type legal agreements	33.0	33
Type on printed news releases	36.0	30
Type on printed checks	36.0	30
Type on printed payroll time sheets	35.0	30
Type display or decorative type copy	36.0	30
Type on printed receipts	35.0	30
Type on printed vouchers	39.0	29
Use proofreading symbols	40.0	26
Type legal affidavits	41.0	25
Type legal acknowledgments	42.0	24
Type insurance forms	43.0	22
Type on printed monthly statements	44.0	21
Type on printed invoices	46.0	20
Type copy where all lines end <u>even</u> on the right margin (justifying)	46.0	20
Type Balance Sheets	46.0	20

**PERCENTAGES OF SEC/STENO WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate typewriter* NOTE: 12% use manuals only; 39% use electrics only; 49% use both manuals and electrics	1.0	100
Operate copying machine (e.g. Xerox, Thermofax, Ozalid, etc.)	2.0	88
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate paper punch	3.0	77
Operate paper cutter	4.5	75
Operate 10-key adding machine	4.5	75
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Operate intercom	6.0	48
Operate transcribing machine	7.0	45
Operate spirit duplicator (e.g. Ditto)	8.0	41
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate calculator (Monroe, Marchant, etc.)	9.0	35
Operate stencil duplicator (e.g. mimeograph)	10.0	31
Operate numbering machine	11.0	22
Operate dictating machine	12.5	20
Operate full-bank adding machine	12.5	20

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\*This item did not specifically appear in questionnaire. The 100% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**PERCENTAGES OF SEC/STENO WORKERS TAKING  
DICTATION AND TRANSCRIBING**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Write shorthand (any system)*	1.0	84
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Transcribe (type) from shorthand cutlines	2.5	78
Take dictation over the telephone	2.5	78
Write shorthand from two or more dictators (but only <u>one</u> at a time)	4.0	64
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Transcribe (type) from recorded media--belt, disc, etc. (e.g., IBM Executary, Stenorette, Dictaphone, etc.) NOTE: 41% write short- hand and transcribe from recorded media; 7% transcribe from recorded media <u>only</u> .	5.0	48
Write group proceedings and/or conferences in shorthand	6.0	43
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
None		

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\*These items did not specifically appear in questionnaire. It was necessary to extrapolate these data.

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Address letters, packages, etc.	1.0	98
Fold letters	2.0	97
Insert letters in envelopes	3.0	96
Mark, attach, or enclose materials for outgoing mail	4.0	92
Forward or distribute mail	5.5	88
Take mail to mail room or mail box	5.5	88
Read incoming mail	7.0	87
Open mail	8.0	86
Seal envelopes (manually)	9.0	83
Sort mail (for different persons)	10.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Sort mail (in priority order)	11.5	71
Sign boss's mail (his signature)	11.5	71
Attach pertinent correspondence to incoming mail for superior, to refresh his memory	13.5	70
Read outgoing mail to check up on informa- tion, etc.	13.5	70
Pick up mail (leave desk to obtain)	15.0	68
Make notes on incoming mail which superior should see	16.0	62
Sign for Registered Mail	17.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Stamp envelopes (manually)	18.0	59
Wrap and tie packages	19.0	55
Have mail registered or certified	20.0	52
Make up mailing list	21.0	48
Take mail to post office	22.0	45
Stamp incoming mail (as to date, time, etc.)	23.5	44

**MAILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Check mailing list	23.5	44
Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	25.5	43
Revise mailing list	25.5	43
Stuff, bundle, sort, and/or label outgoing bulk mail	27.0	41
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Purchase postage	28.0	39
Distribute mailing list	29.0	34
Have mail insured	30.0	32
Use franking-permit privileges (right to send free mail)	31.0	25
Trace mail	32.0	23
Obtain mailing material from Post Office (certified & registered mail stickers, rate sheets, etc.)	33.5	20
Log incoming mail (in regular book)	33.5	20

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
FILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Get materials from files	1.0	96
Make folders and folder titles for files (labels)	2.0	93
Sort materials for filing	3.0	89
Transfer records to inactive files	4.0	86
Search for lost materials	5.0	84
File materials by topic or subject	6.0	83
Revise files	7.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Handle classified or confidential files	8.0	79
Keep card indexes of various kinds	9.0	76
File materials by name of person	10.0	71
Control and manage filing system	11.5	69
Dispose of records	11.5	69
Select and/or order filing equipment and supplies	13.0	67
Keep tickler or follow-up files of various kinds	14.0	65
File materials by number	15.0	63
File materials by date	16.0	62
Check out materials from files to employees	18.0	60
Handle cross references	18.0	60
Follow up released materials	18.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Install filing system	20.0	51
Assign file numbers	21.0	49
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Keep clipping file (newspapers, magazine articles, etc.)	22.0	39
File materials by city, state, or region	23.0	23

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Answer telephone	1.0	99
Place telephone calls (local)	2.5	98
Place telephone memoranda, messages, etc., where employer will see them	2.5	98
Carry out written or oral orders or instructions of superiors	4.0	96
Turn telephone calls over to another department	5.0	91
Compose correspondence	6.0	88
Place telephone calls (long distance)	7.0	86
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Give oral directions to other office workers	8.0	75
Screen employer's calls	9.0	71
Compose written directions to other office workers	10.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Send telegrams and/or cablegrams	11.0	59
Receive telegrams and/or cablegrams	12.0	58
Compose business reports of any kind	13.0	51
Maintain record of long distance calls	14.0	41
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	15.0	39
Arrange for and/or cancel newspaper or magazine advertising	16.0	23

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Look up names and addresses	1.0	96
Arrange papers or articles on your own and/or your employer's desk	2.0	91
Make notes for next day's work	3.0	90
Cut materials (scissors, paper cutter, etc.)	4.5	89
Assemble and staple duplicated materials	4.5	89
Look over notes and memos for the day	6.0	87
Change calendar daily	7.0	85
Send out notices of any type	8.0	84
Check on supplies (for re-ordering purposes)	9.0	83
Protect valuable and confidential materials	10.0	80
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Compare copy (one copy with another copy)	11.0	79
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	12.0	78
Order supplies of various kinds for the office (from suppliers or central supply department)	13.0	76
Get information from various departments needed for correspondence	14.0	73
Compile periodic reports	15.0	68
Distribute supplies	16.0	65
Make out requisitions	17.5	64
Dust employer's desk and keep employer's desk neat	17.5	64
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Make preparations for meetings	19.0	58
Inspect material received for completeness, damages, etc.	20.5	56
Keep calendar marked with appointments for employer at his desk	20.5	56

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Keep office manual or instruction book for employees	22.0	55
Change dates on rubber stamps or time stamp machine daily	23.5	54
Post notices	23.5	54
Gather data to fill out questionnaires	25.0	52
Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.	26.5	50
Review unfinished business file	26.5	50
Work with records of time and time cards	28.5	49
Place daily newspapers, magazines, etc., on employer's desk	28.5	49
Count items	30.5	48
Make hotel reservations for employer	30.5	48
Keep daily attendance of employees	32.5	47
Obtain trip reservations and/or tickets for employer	32.5	47
Route shipments of materials (within office, between departments, etc.)	34.0	45
Check personnel of committees (names, addresses, etc.)	35.0	44
Check up on observance of various laws (in connection with work)	36.0	42
Get quotations on supplies (from supplier)	37.0	41
Make change	38.0	40

**Group 4 - Tasks performed by 39% to 20% of respondents**

Prepare agenda for meetings	39.0	39
Take inventory	40.0	38
Scan newspapers, magazines, trade journals, for employer marking items of interest to him	41.0	35
Check money orders, checks, etc., as to amounts, dates, signatures	42.0	34
Make out accident reports for self or other workers	43.0	31
Make out itinerary or schedule for employer's trips	44.0	29
Renew newspaper and magazine subscriptions	45.5	27
Maintain incoming and outgoing correspondence register	45.5	27

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Prepare signs, posters, or other graphic materials	47.0	26
Keep records on maps or charts (sales records, etc.)	48.0	25
Have legal papers recorded	50.0	23
Weigh items	50.0	23

**PERCENTAGES OF SEC/STENO WORKERS  
SECURING DATA**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use telephone directory	1.0	99
Use dictionary	2.0	98
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use company manuals	3.5	75
Use secretarial handbook	3.5	75
Use office manuals	5.0	74
Use other reference books or manuals	6.0	64
Use U.S. Zip Code Directory	7.0	63
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Use city directory	8.0	57
Use newspapers	9.0	54
Use maps	10.0	51
Use magazines	11.0	43
Use synonym books, thesaurus	12.5	41
Use <u>technical manuals</u>	12.5	41
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Use timetables (R.R., airlines, etc.)	14.0	36
Use U.S. Postal Manual (postage rates, types of mail, etc.)	15.0	32
Use atlas	16.0	29
Use library card indexes	17.0	20

**PERCENTAGES OF SEC/STENO WORKERS USING  
MATHEMATICS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use addition	1.0	96
Use subtraction	2.0	94
Use multiplication	3.0	92
Use division	4.0	91
Add long columns of figures	5.0	82
Use decimals	6.0	80
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use fractions	7.0	69
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Convert fractions to decimals	8.0	51
Convert decimals to fractions	9.0	45
Compute percentage problems	10.0	43
Compute sales tax	11.0	27
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
None		

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Keep books and/or ledgers for any purpose	1.0	35
Keep current files of invoices and purchase orders	2.5	34
Write receipts	2.5	34
Compile statistical data	4.5	33
Make journal entries (any type of journal)	4.5	33
Check bills and/or invoices (verify exten- sions, etc.)	6.0	30
Deposit checks and/or cash in bank or cashier's office	7.5	28
Give checks to employer for signature	7.5	28
OK bills of any kind	11.0	26
Write checks (for any purpose as a part of your job)	11.0	26
Cash checks	11.0	26
Prepare vouchers for traveling expenses	11.0	26
Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	11.0	26
Apply for group insurance (as an employee)	14.0	24
Maintain payroll register (all employees listed)	15.0	23
Keep petty cash account	16.0	22
Take care of checkbook and stubs	17.0	20

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
EDITORIAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Edit letters dictated by employer	1.0	58
Prepare material for printer or publisher	2.0	46
Gather data for reports	4.0	44
Make arrangements for centralized department to duplicate materials	4.0	44
Compile one report from numerous small ones	4.0	44
Make arrangements for centralized department to print materials	6.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Punctuate articles, manuscripts, etc.	7.0	35
Clip and collect magazine articles, newspapers, etc., of interest	8.0	33
Read legal rulings, current topics, books, etc.	9.0	30
Get information from library	10.0	29
Check printer's "proof copy"	11.0	28
Edit reports, bulletins, etc.	12.0	26
Make arrangements for centralized department to bind materials	13.0	21
Give news, information, etc., to reporters	14.0	20

**PERCENTAGES OF SEC/STENO WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Plan work for one's self	1.0	95
Give information in response to verbal inquiries	2.0	94
Direct people to proper office or department	3.0	93
Meet callers	4.0	90
Decide on priority of work for self	5.0	89
Make introductions	6.0	86
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Keep employer reminded of engagements, dates, things to do, etc.	7.0	78
Coordinate with other personnel on various matters for employer	8.0	77
Hear complaints in office and over telephone	9.0	76
Make recommendations for improvements of office procedures, routines, etc.	9.0	76
Make engagements and appointments for employer	11.0	73
Confer with employer on policy, procedures, etc.	12.0	70
"Screen" visitors or people who want to see your employer	13.5	63
Follow up on written notices for meetings by telephone	13.5	63
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Instruct new employees (work procedures, job orientation, etc.)	15.0	57
Give directions for work to be done (as a co-worker or supervisor)	16.0	56
Round up people for meetings	17.0	52
Handle service calls on equipment	18.5	48
Get rid of cranks, beggars, and other undesirables	18.5	48

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Plan work for others	20.5	43
Check up on unfinished work of other employees	20.5	43
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Decide on priority of work for others	22.0	39
Counteract false reports which spread in an organization	23.0	37
Make arrangements for guests and visitors (hotel, entertainment, etc.)	24.0	33
Manage office	25.5	31
Distribute work among other employees (in a supervisory capacity)	25.5	31
Assist in plans for entertainments, receptions, dinners, etc.	27.0	30
Help with campaigns of various kinds	28.5	27
Act as a guide to visitors	28.5	27
Supervise other employees	30.0	26
Serve on committees within company	31.0	25
Interview and/or recommend applicants for employment	32.0	21

**PERCENTAGES OF SEC/STENO WORKERS PERFORMING  
MISCELLANEOUS TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Straighten up office	1.0	87
Dust	2.0	86
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Run errands	3.0	78
Prepare or obtain coffee or refreshments for employer or his guests	4.0	66
Collect money from office employees for various purposes	5.0	62
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Clean and oil typewriter	6.0	58
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Write letters of condolence and congratula- tion	7.0	38
Select or order furnishings for office	8.0	37
Arrange physical layout of office, pictures, furniture, draperies, etc.	9.5	36
Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>	9.5	36
Clean and oil office equipment other than typewriter	11.0	35
Acknowledge invitations	12.0	32
Purchase flowers, fruit, books, gifts, etc., for office	13.0	30
Acknowledge letters of condolence and congratulation	14.0	29
Arrange for disposal of wornout equipment	15.0	28
Keep in touch with legislative activity that bears on work	17.5	23

**MISCELLANEOUS TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Keep stock of employer's personal stationery, cards, etc., on hand	17.5	23
Shop for employer	17.5	23
Send out invitations	17.5	23
Write suitable cards to accompany gifts, flowers, etc., sent by employer	20.5	22
Prepare and keep up abstract book or file folder with excerpts and reprints of speeches, hints for speeches, data figures, illustrations, etc.	20.5	22
Send out Christmas cards for employer	22.0	20

**PERCENTAGES OF  
CLERICAL WORKERS  
PERFORMING TASKS**

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
TYPEWRITING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type addresses on envelopes and/or cards	1.0	89
Type carbon copies	2.0	80
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Type business letters	3.5	76
Proofread typewritten copy	3.5	76
Erase original copies	5.0	74
Erase carbon copies	6.0	73
Type labels individually	7.0	71
Type cards (index cards, file cards, "address finder" cards, etc.)	8.0	70
Type memorandums	9.5	68
Type and/or rule tabular material (tables, columns, rows of figures)	9.5	68
Type final copy from rough-draft copy	11.0	66
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	12.0	65
Type copy from unarranged copy	13.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Type manuscripts and/or reports	14.0	56
Compose copy at the typewriter	15.0	55
Select or order other typewriting supplies and equipment (erasers, ribbons, etc.)	16.0	46
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	18.0	45
Type postal cards	18.0	45
Select or order proper typewriting paper and carbon paper	18.0	45

**TYPEWRITING TASKS CONTINUED**

<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>	<b><u>Rank</u></b>	<b><u>Times Mentioned (Per Cent)</u></b>
Type in outline form	20.0	39
Type information on continuous roll tape (gummed back or self-sealing back)	21.0	37
Type and correct spirit masters (e.g., Ditto Masters, etc.)	22.5	32
Type and correct stencils (Mimeograph process)	22.5	32
Prepare ruled business forms	24.0	29
Type on printed purchase requisitions	25.0	28
Type minutes or reports of meetings	26.0	24
Take dictation at the typewriter	27.0	23
Type on printed personnel forms	28.5	22
Type on printed purchase orders	28.5	22
Type and correct offset masters (mats or multilith)	30.0	21
Type copy where all lines end <u>even</u> on the right margin (justifying)	31.0	20

**PERCENTAGES OF CLERICAL WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate typewriter* NOTE: 35% use manuals only; 14% use electric <u>only</u> ; 41% use both manuals and electric	1.0	90
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate 10-key adding machine	2.0	70
Operate copying machine (e.g. Xerox, Thermofax, Ozalid, etc.)	3.0	69
Operate paper cutter	4.5	61
Operate paper punch	4.5	61
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate intercom	6.0	35
Operate calculator (Monroe, Marchant, etc.)	7.0	30
Operate mailing meter (postage meter)	8.0	27
Operate spirit duplicator (e.g. Ditto)	9.0	23
Operate stencil duplicator (e.g. mimeograph)	10.0	21

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\*This item did not specifically appear in questionnaire. The 90% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**PERCENTAGES OF CLERICAL WORKERS TAKING  
DICTATION AND TRANSCRIBING**

**All tasks less than 20 percent.**

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Address letters, packages, etc.	1.0	88
Insert letters in envelopes	2.0	84
Fold letters	3.0	83
Seal envelopes (manually)	4.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Take mail to mail room or mail box	5.0	74
Open mail	6.0	72
Mark, attach, or enclose materials for outgoing mail	7.0	69
Sort mail (for different persons)	8.0	67
Read incoming mail	9.0	66
Forward or distribute mail	10.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Stamp envelopes (manually)	11.0	55
Pick up mail (leave desk to obtain)	12.0	53
Sort mail (in priority order)	13.5	50
Wrap and tie packages	13.5	50
Stuff, bundle, sort, and/or label out- going bulk mail	15.0	48
Sign for Registered Mail	16.0	47
Read outgoing mail to check up on infor- mation, etc.	17.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Take mail to post office	18.0	39
Stamp incoming mail (as to date, time, etc.)	19.5	38
Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	19.5	38

**MAILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Sign boss's mail (his signature)	21.0	37
Make notes on incoming mail which superior should see	22.0	36
Attach pertinent correspondence to incoming mail for superior, to refresh his memory	23.0	35
Revise mailing list	24.5	34
Have mail registered or certified	24.5	34
Check mailing list	26.5	32
Make up mailing list	26.5	32
Purchase postage	28.0	30
Have mail insured	29.0	25
Distribute mailing list	30.5	21
Obtain mailing material from Post Office (certified & registered mail stickers, rate sheets, etc.)	30.5	21

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
FILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Get materials from files	1.0	92
Sort materials for filing	2.0	87
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Make folders and folder titles for files (labels)	3.0	78
Search for lost materials	4.0	74
Transfer records to inactive files	5.0	73
File materials by name of person	6.0	72
Revise files	7.5	67
File materials by topic or subject	7.5	67
File materials by number	9.0	65
Keep card indexes of various kinds	10.0	63
File materials by date	11.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Dispose of records	12.0	56
Handle cross references	13.0	54
Keep tickler or follow-up files of various kinds	14.0	52
Handle classified or confidential files	15.0	51
Control and manage filing system	16.0	47
Select and/or order filing equipment and supplies	17.0	45
Check out materials from files to employees	18.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Follow up released materials	19.0	39
Install filing system	20.0	34
Keep clipping books (of any type)	21.0	33
File materials by city, state, or region	22.5	29
Assign file numbers	22.5	29

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Answer telephone	1.0	95
Place telephone calls (local)	2.0	92
Carry out written or oral orders or instructions of superiors	3.0	88
Turn telephone calls over to another department	4.0	87
Place telephone memoranda, messages, etc., where employer will see them	5.0	84
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Compose correspondence	6.0	68
Place telephone calls (long distance)	7.0	66
Give oral directions to other office workers	8.0	63
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Screen employer's calls	9.0	45
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Receive telegrams and/or cablegrams	11.0	39
Compose business reports of any kind	11.0	39
Compose written directions to other office workers	11.0	39
Send telegrams and/or cablegrams	13.0	26
Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	14.0	23
Maintain record of long distance calls	15.0	21

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Cut materials (scissors, paper cutter, etc.)	1.0	81
Arrange papers or articles on your own and/or your employer's desk	2.0	80
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Look up names and addresses	3.0	79
Assemble and staple duplicated materials	4.0	74
Change calendar daily	5.0	73
Look over notes and memos for the day	6.0	71
Check on supplies (for re-ordering purposes)	7.0	70
Make notes for next day's work	8.0	65
Change dates on rubber stamps or time stamp machine daily	9.0	64
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Order supplies of various kinds for the office (from suppliers or central supply department)	10.5	58
Send out notices of any type	10.5	58
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	12.5	56
Compare copy (one copy with another copy)	12.5	56
Count items	14.0	55
Get information from various departments needed for correspondence	15.0	53
Make out requisitions	16.5	50
Protect valuable and confidential materials	16.5	50
Distribute supplies	18.0	49
Inspect material received for completeness, damages, etc.	19.0	48
Compile periodic reports	20.0	45
Make change	21.0	43
Take inventory	22.0	40

**CLERICAL TASKS CONTINUED****Group 4 - Tasks performed by 39% to 20% of respondents**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Post notices	23.0	39
Route shipments of materials (within office, between departments, etc.)	24.0	37
Weigh items	25.0	35
Work with records of time and time cards	26.0	34
Dust employer's desk and keep employer's desk neat	27.5	31
Gather data to fill out questionnaires	27.5	31
Check money orders, checks, etc., as to amounts, dates, signatures	29.0	30
Get quotations on supplies (from supplier)	30.0	28
Keep office manual or instruction book for employees	31.0	27
Review unfinished business file	32.0	26
Check up on observance of various laws (in connection with work)	33.0	25
Place daily newspapers, magazines, etc., on employer's desk	34.5	24
Keep daily attendance of employees	34.5	24
Make out accident reports for self or other workers	36.5	21
Keep records on maps or charts (sales records, etc.)	36.5	21
Keep calendar marked with appointments for employer at his desk	38.0	20

**PERCENTAGES OF CLERICAL WORKERS  
SECURING DATA**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use telephone directory	1.0	94
Use dictionary	2.0	84
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use company manuals	3.0	66
Use U.S. Zip Code Directory	4.0	63
Use office manuals	5.0	61
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Use city directory	6.0	54
Use other reference books or manuals	7.0	44
Use maps	8.0	42
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Use secretarial handbook	9.5	33
Use U.S. Postal Manual (postage rates, types of mail, etc.)	9.5	33
Use technical manuals	11.0	27
Use newspapers	12.0	22

**PERCENTAGES OF CLERICAL WORKERS USING  
MATHEMATICS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use addition	1.0	94
Use subtraction	2.0	89
Use multiplication	3.0	83
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use division	4.0	78
Add long columns of figures	5.0	75
Use decimals	6.0	65
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Use fractions	7.0	56
Convert fractions to decimals	8.0	40
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Convert decimals to fractions	9.0	32
Compute percentage problems	10.0	31
Compute sales tax	11.0	29

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Write receipts	1.0	38
Keep books and/or ledgers for any purpose	3.0	37
Take orders for various goods or services (in person or by phone)	3.0	37
Make journal entries (any type of journal)	3.0	37
Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	5.0	30
Act as cashier or teller	6.5	28
Check bills and/or invoices (verify extensions, etc.)	6.5	28
Deposit checks and/or cash in bank or cashier's office	8.5	26
Apply for group insurance (as an employee)	8.5	26
Cash checks	10.0	23
Prove cash daily	11.5	21
Maintain price lists and make necessary changes	11.5	21
Send out invoices for payment (on contract, etc.)	13.5	20
OK bills of any kind	13.5	20

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
EDITORIAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Make arrangements for centralized department to print materials	1.0	21
Make arrangements for centralized department to duplicate materials	2.5	20
Prepare material for printer or publisher	2.5	20

**PERCENTAGES OF CLERICAL WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Give information in response to verbal inquiries	1.0	88
Plan work for one's self	2.0	85
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Decide on priority of work for self	3.0	79
Direct people to proper office or department	4.0	78
Hear complaints in office and over telephone	5.0	70
Meet callers	6.0	68
Make introductions	7.0	62
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Make recommendations for improvements of office procedures, routines, etc.	8.0	53
Confer with employer on policy, procedures, etc.	9.0	52
Instruct new employees (work procedures, job orientation, etc.)	10.0	50
Keep employer reminded of engagements, dates, things to do, etc.	11.0	46
Give directions for work to be done (as a co-worker or supervisor)	12.0	45
"Screen" visitors or people who want to see your employer	13.0	43
Coordinate with other personnel on various matters for employer	14.0	41
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Get rid of cranks, beggars, and other undesirables	15.0	38
Make engagements and appointments for employer	16.0	37

**MEETING AND WORKING WITH PEOPLE CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Plan work for others	17.0	56
Handle service calls on equipment	18.0	33
Decide on priority of work for others	19.0	32
Follow up on written notices for meetings by telephone	20.0	31
Check up on unfinished work of other employees	21.0	30
Distribute work among other employees (in a supervisory capacity)	22.5	22
Counteract false reports which spread in an organization	22.5	22
Supervise other employees	24.0	21
Attend conventions, banquets, or meetings outside of company but relating to company business	26.0	20
Assist in plans for entertainments, recep- tions, dinners, etc.	26.0	20
Round up people for meetings	26.0	20

**PERCENTAGES OF CLERICAL WORKERS PERFORMING  
MISCELLANEOUS TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Dust	1.0	79
Straighten up office	2.0	77
Run errands	3.0	64
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Clean and oil typewriter	4.0	52
Prepare or obtain coffee or refreshments for employer or his guests	5.0	47
Collect money from office employees for various purposes	6.0	44
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Clean and oil other office equipment besides typewriter	7.0	29
Arrange physical layout of office, pictures, furniture, draperies, etc.	8.0	21
Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>	9.0	20

**PERCENTAGES OF  
BOOKKEEPING/ACCOUNTING WORKERS  
PERFORMING TASKS**

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
TYPEWRITING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type addresses on envelopes and/or cards	1.0	89
Type carbon copies	2.0	83
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Type business letters	3.5	76
Proofread typewritten copy	3.5	76
Erase original copies	5.0	73
Erase carbon copies	6.5	71
Type memorandums	6.5	71
Type and/or rule tabular materials (tables, columns, rows of figures)	8.0	68
Type final copy from rough-draft copy	9.0	65
Type copy from unarranged copy	11.0	60
Type labels individually	11.0	60
Type cards index cards, file cards, "address finder" cards, etc.)	11.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Type manuscripts and/or reports	13.0	59
Compose copy at the typewriter	14.0	56
Type on printed checks	15.5	55
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	15.5	55
Select or order other typewriting supplies and equipment (erasers, ribbons, etc.)	17.0	53
Type on printed monthly statements	18.0	47
Select or order proper typewriting paper and carbon paper	19.5	45
Type on printed W-2 tax forms	19.5	45
Prepare ruled business forms	21.0	43
Type on printed invoices	22.5	40
Type on printed tax returns	22.5	40

**TYPEWRITING TASKS CONTINUED****Group 4 - Tasks performed by 39% to 20% of respondents**

	<b><u>Rank</u></b>	<b><u>Times Mentioned (Per Cent)</u></b>
Type information on continuous roll tape (gummed back or self-sealing back)	24.0	39
Type financial Balance Sheets	25.0	38
Type on printed payroll time sheets	26.0	37
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	27.5	36
Type postal cards	27.5	36
Type on printed personnel forms	29.0	33
Type in outline form	30.5	31
Type on printed credit memorandums	30.5	31
Type financial Profit & Loss Statements	33.0	30
Type on printed purchase orders	33.0	30
Type on printed vouchers	33.0	30
Type and correct stencils (Mimeograph process)	35.0	28
Type financial budgets	36.0	26
Type on printed receipts	37.5	24
Type Bank Reconciliations	37.5	24
Type on printed purchase requisitions	39.0	22
Type minutes or reports of meetings	40.0	21
Type on printed credit inquiries	41.0	20

**PERCENTAGES OF BKPG/ACCTG WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate typewriter* NOTE: 40% use manuals only; 5% use <u>electrics only</u> ; 50% use both manuals and electric	1.0	95
Operate 10-key adding machine	2.0	89
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate copying machine (e.g. Xerox, Thermo- fax, Ozalid, etc.)	3.0	67
Operate paper punch	4.0	64
Operate calculator (Monroe, Marchant, etc.)	5.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Operate paper cutter	6.0	55
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate check writer protector	7.0	38
Operate 10-key printing calculator	8.0	34
Operate intercom	9.0	31
Operate mailing meter (postage meter)	10.0	29
Operate full-bank adding machine	11.0	26
Operate stencil duplicator (e.g. mimeograph)	12.0	25
Operate numbering machine	13.0	23
Operate bookkeeping machine	14.0	20

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\*This item did not specifically appear in questionnaire. The 95% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**PERCENTAGES OF BKPG/ACCTG WORKERS TAKING  
DICTATION AND TRANSCRIBING**

**All tasks less than 20 percent.**

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Address letters, packages, etc.	1.0	90
Insert letters in envelopes	2.0	87
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Fold letters	3.5	79
Seal envelopes (manually)	3.5	79
Read incoming mail	5.0	71
Open mail	6.0	69
Take mail to mail room or mail box	7.0	68
Mark, attach, or enclose materials for outgoing mail	8.0	65
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Stamp envelopes (manually)	9.0	58
Sort mail (for different persons)	10.0	57
Forward or distribute mail	11.0	55
Sign for Registered Mail	12.0	52
Pick up mail (leave desk to obtain)	13.5	51
Take mail to post office	13.5	51
Make notes on incoming mail which superior should see	15.0	47
Purchase postage	16.0	44
Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	17.5	42
Have mail registered or certified	17.5	42
Attach pertinent correspondence to incoming mail for superior to refresh his memory	19.0	41
Sort mail (in priority order)	20.0	40

**MAILING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Make up mailing list	21.0	37
Sign boss's mail (his signature)	22.5	35
Read outgoing mail to check up on infor- mation, etc.	22.5	35
Have mail insured	24.0	34
Stuff, bundle, sort, and/or label outgoing bulk mail	25.5	33
Wrap and tie packages	25.5	33
Revise mailing list	27.0	32
Check mailing list	28.5	30
Stamp incoming mail (as to date, time, etc.)	28.5	30
Obtain mailing material from Post Office (certified & registered mail stickers, rate sheets, etc.)	30.5	22
Keep postage meter record	30.5	22
Trace mail	32.0	21

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
FILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Get materials from files	1.0	91
Sort materials for filing	2.0	88
Transfer records to inactive files	3.0	81
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Make folders and folder titles for files (labels)	4.0	79
Search for lost materials	5.0	74
File materials by name of person	6.0	69
Revise files	7.0	66
File materials by number	8.0	63
File materials by topic or subject	9.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Handle classified or confidential files	10.0	57
Select and/or order filing equipment and supplies	11.5	53
Control and manage filing system	11.5	53
Dispose of records	13.0	52
File materials by date	14.5	49
Keep card indexes of various kinds	14.5	49
Handle cross references	16.0	42
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Install filing system	17.0	37
Follow up released materials	18.0	36
Keep tickler or follow-up files of various kinds	19.0	35
Check out materials from files to employees	20.5	31
Assign file numbers	20.5	31

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Answer telephone	1.0	98
Place telephone calls (local)	2.0	94
Place telephone memoranda, messages, etc., where employer will see them	3.0	83
Carry out written or oral orders or instructions of superiors	4.0	81
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Turn telephone calls over to another department	5.0	76
Compose correspondence	6.0	75
Place telephone calls (long distance)	7.0	65
Give oral directions to other office workers	8.0	64
Compose business reports of any kind	9.0	63
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Compose written directions to other office workers	10.0	44
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Receive telegrams and/or cablegrams	11.0	37
Screen employer's calls	12.0	35
Send telegrams and/or cablegrams	13.0	32
Maintain record of long distance calls	14.0	30

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Check on supplies (for re-ordering purposes)	1.5	76
Make notes for next day's work	1.5	76
Look up names and addresses	3.0	75
Look over notes and memos for the day	4.0	74
Arrange papers or articles on your own and/or your employer's desk	5.0	70
Cut materials (scissors, paper cutter, etc.)	6.0	69
Change calendar daily	7.5	68
Assemble and staple duplicated materials	7.5	68
Compile periodic reports	9.0	64
Order supplies of various kinds for the office (from suppliers or central supply department)	10.0	63
Check money orders, checks, etc., as to amounts, dates, signatures	11.5	61
Work with records of time and time cards	11.5	61
Protect valuable and confidential materials	13.0	60
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Send out notices of any type	14.5	56
Compare copy (one copy with another copy)	14.5	56
Change dates on rubber stamps or time stamp machine daily	16.0	53
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	17.5	52
Make change	17.5	52
Get information from various departments needed for correspondence	19.5	46
Make out requisitions	19.5	46
Gather data to fill out questionnaires	21.0	45

CLERICAL TASKS CONTINUED

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Count items	22.0	43
Inspect material received for completeness, damages, etc.	23.0	42
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Get quotations on supplies (from supplier)	24.0	39
Distribute supplies	25.5	38
Keep daily attendance of employees	25.5	38
Review unfinished business file	27.5	35
Check up on observance of various laws (in connection with work)	27.5	35
Take inventory	29.0	34
Dust employer's desk and keep employer's desk neat	30.0	33
Make out accident reports for self or other workers	31.0	32
Post notices	32.0	31
Keep office manual or instruction book for employees	33.0	27
Route shipments of materials (within office, between departments, etc.)	35.0	24
Weigh items	35.0	24
Renew newspaper and magazine subscriptions	35.0	24
Keep records on maps or charts (sales records, etc.)	37.5	22
Check tally sheets on various jobs	37.5	22
Place daily newspapers, magazines, etc., on employer's desk	40.0	20
Make preparations for meetings	40.0	20
Secure government permits of various kinds (buildings, tax, etc.)	40.0	20

PERCENTAGES OF BKPG/ACCTG WORKERS  
SECURING DATA

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use telephone directory	1.0	96
Use dictionary	2.0	85
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Use <u>company</u> manuals	3.0	55
Use <u>office</u> manuals	4.0	48
Use U.S. Zip Code Directory	5.0	46
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Use city directory	6.0	39
Use other reference books or manuals	7.0	36
Use maps	8.0	32
Use <u>technical</u> manuals	9.0	27
Use U.S. Postal Manual (postage rates, types of mail, etc.)	10.5	25
Use newspapers	10.5	25
Use magazines	12.0	22
Use secretarial handbook	13.0	20

**PERCENTAGES OF BKPG/ACCTG WORKERS USING  
MATHEMATICS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use subtraction	1.0	98
Use division	2.5	97
Use addition	2.5	97
Use multiplication	4.0	96
Use decimals	5.5	92
Add long columns of figures	5.5	92
Use fractions	7.0	86
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Convert fractions to decimals	8.0	74
Compute percentage problems	9.0	70
Convert decimals to fractions	10.0	69
Compute sales tax	11.0	61
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Compute trade and cash discount	12.0	47
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compute interest charges	13.0	37
Compute amount and per cent of markup or loss	14.0	24
Compute property and/or income taxes	15.0	23
Work with reciprocals	16.0	22
Compute insurance premiums (life, medical, retirement, etc.)	17.0	21

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent.)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Keep books and/or ledgers for any purpose	1.0	75
Make journal entries (any type of journal)	2.0	70
Check bills and/or invoices (verify extensions, etc.)	3.0	69
Write checks (for any purpose as a part of your job)	4.0	65
Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	5.0	63
Use ledger accounts with "balance" column (balance form)	6.0	62
Post (transfer) entries from journals to a ledger (group of accounts)	7.0	61
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Work with subsidiary ledger (accounts receivable, accounts payable, etc.)	8.5	59
Deposit checks and/or cash in bank or cashier's office	8.5	59
Compute payrolls for employees	10.0	58
Make "General Journal" entries	11.0	57
Give checks to employer for signature	12.0	56
Keep current files of invoices and purchase orders	13.5	55
Calculate deductions (Income Tax, FICA, Insurance, etc.)	13.5	55
Maintain payroll register (all employees listed)	15.0	54
Maintain individual employee's earnings records	16.5	52
Write receipts	16.5	52

FINANCIAL AND RECORDKEEPING TASKS CONTINUED

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Write checks for payroll	18.0	50
Use check register	19.5	49
OK bills of any kind	19.5	49
Take care of checkbook and stubs	21.5	48
Make "Combined Journal" entries	21.5	48
Keep records for FICA tax (Social Security)	24.0	46
Maintain file of W-4 forms	24.0	46
Cash checks	24.0	46
Reconcile bank statement	26.0	45
Make out withholding tax statements at end of year (W-2 forms)	27.0	43
Send out invoices for payment due (on contract, etc.)	28.5	42
Prepare Worksheet	28.5	42
Act as cashier or teller	31.0	41
Prove cash daily	31.0	41
Take orders for various goods or services (in person or by phone)	31.0	41
Keep records for income taxes	35.0	40
Make out reports for state and/or Federal Government pertaining to various taxes	35.0	40
Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)	35.0	40
Keep cash account	35.0	40
Take care of bankbook	35.0	40

Group 4 - Tasks performed by 39% to 20% of  
respondents

Endorse checks	39.0	39
Figure extensions	39.0	39
Total weekly or monthly sales	39.0	39
Compile statistical data	41.0	38
Prepare Balance Sheet	42.0	37
Make lists of employees for income tax purposes (salaries, etc.)	44.0	36
Keep track of bad debts	44.0	36
Record time clock data on payroll forms	44.0	36
Make out monthly statements (for services rendered, goods sold, etc.)	47.0	35
Keep records pertaining to State Industrial Insurance	47.0	35
Prepare adjusting entries at end of month	47.0	35

FINANCIAL AND RECORDKEEPING TASKS CONTINUED

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Make entries directly to accounts if business does not use journals	50.0	34
Close ledger accounts	50.0	34
Keep records pertaining to State Un- employment taxes	50.0	34
Handle collection of outstanding debts (accounts receivable)	52.0	33
Keep records pertaining to sales tax	54.0	32
Age the accounts receivable	54.0	32
Prepare closing entries at end of month or fiscal period	54.0	32
Rule ledger accounts at end of month or fiscal period	57.0	31
Keep records of sales exempt from tax	57.0	31
Keep petty cash account	57.0	31
Make petty cash payments	60.5	30
Count money to verify cash register returns	60.5	30
Sell various goods or services	60.5	30
Look up or check on financial ratings of customers or employees	60.5	30
Keep records pertaining to FUTA tax (Federal Unemployment tax)	63.0	29
Rule journals at end of month or fiscal period	64.5	28
Apply for group insurance (as an employee)	64.5	28
Work in connection with state or federal taxes other than B&O, FUTA, FICA, Income, State Unemployment, State Industrial Insurance, or sales tax, licenses, permits, reports, etc.	66.5	27
Prepare reversing entries at end of month or fiscal period	66.5	27
Figure inventory (value)	68.5	26
Send out credit memos for goods returned, etc.	68.5	26
Maintain price lists and make necessary changes	71.5	25
Figure discount and maturity dates	71.5	25
Prepare Profit and Loss Statement (Income Statement) at end of month or fiscal period	71.5	25
Prepare sales slips	71.5	25

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Record daily sales in unit control forms	75.0	24
Keep records pertaining to B&O Tax	75.0	24
Keep books which supply data for income tax for company, trust, etc.	75.0	24
Post data on daily sales sheets by department or employee	81.0	22
Make decisions on discounts allowable	81.0	22
Record inventory records in proper forms	81.0	22
Work with city and/or county tax statements	81.0	22
Keep records pertaining to employees belonging to union	81.0	22
Assemble and/or interpret cost data	81.0	22
Prepare Post-Closing Trial Balance at end of month or fiscal period	81.0	22
Prepare any other accounting data for transmittal to computer center	81.0	22
Use voucher register	81.0	22
Work with accruals	86.5	21
Make entries only in journal(s) if business uses only journal(s)--does not use any accounts as such	86.5	21
Keep wage and sales comparison records	89.0	20
Keep record of interest-due dates	89.0	20
Sign checks	89.0	20

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
EDITORIAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Gather data for reports	1.0	24
Compile one report from numerous small ones	2.0	22

**PERCENTAGES OF BKPG/ACCTG WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Plan work for one's self	1.0	90
Give information in response to verbal inquiries	2.0	83
Decide on priority of work for self	3.0	80
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Direct people to proper office or depart- ment	4.5	71
Hear complaints in office and over tele- phone	4.5	71
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Meet callers	6.5	56
Make introductions	6.5	56
Make recommendations for improvements of office procedures, routines, etc.	8.0	55
Confer with employer on policy, procedures, etc.	9.0	51
Keep employer reminded of engagements, dates, things to do, etc.	10.0	48
Give directions for work to be done (as a co-worker or supervisor)	11.0	45
Instruct new employees (work procedures, job orientation, etc.)	12.0	43
Coordinate with other personnel on various matters for employer	13.5	40
Handle service calls on equipment	13.5	40

**MEETING AND WORKING WITH PEOPLE CONTINUED**

<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Get rid of cranks, beggars, and other undesirables	15.5	37
Plan work for others	15.5	37
Consult with attorney, tax-examiner, auditor, etc.	17.0	36
Check up on unfinished work of other employees	18.5	32
Make engagements and appointments for employer	18.5	32
Approve (OK) customers' checks, charge purchases, etc.	20.5	31
"Screen" visitors or people who want to see your employer	20.5	31
Manage office	23.0	28
Decide on priority of work for others	23.0	28
Counteract false reports which spread in an organization	23.0	28
Supervise other employees	25.5	27
Distribute work among other employees (in a supervisory capacity)	25.5	27
Follow up on written notices for meetings by telephone	27.0	24
Investigate references, personal or financial	28.0	23
Attend conventions, banquets, or meetings outside of company but relating to company business	29.0	22
Interview and/or recommend applicants for employment	30.0	20

**PERCENTAGES OF BKPG/ACCTG WORKERS PERFORMING  
MISCELLANEOUS TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Straight up office	1.0	77
Dust	2.0	73
Run errands	3.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Clean and oil typewriter	4.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Prepare or obtain coffee or refreshments for employer or his guests	5.0	39
Collect money from office employees for various purposes	6.0	37
Clean and oil other office equipment besides typewriter	7.0	32
Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>	8.0	28
Select or order furnishings for office	9.5	24
Arrange physical layout of office, pictures, furniture, draperies, etc.	9.5	24
Shop for employer	11.0	20

**PERCENTAGES OF  
BUSINESS MACHINE OPERATORS  
PERFORMING TASKS**

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
TYPEWRITING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Type addresses on envelopes and/or cards	1.0	83
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Type labels individually	2.0	64
Proofread typewritten copy	3.0	62
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Erase carbon copies	4.0	59
Erase original copies	5.0	57
Type carbon copies	6.0	55
Type and/or rule tabular material (tables, columns, rows of figures)	7.0	52
Type business letters	8.0	45
Type memorandums	9.0	44
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Type manuscripts and/or reports	10.5	39
Type cards (index cards, file cards, "address finder" cards, etc.)	10.5	39
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	12.5	38
Type fill-ins on duplicated letters or bulletins (form letters, etc.)	12.5	38
Type final copy from rough-draft copy	14.0	35
Type copy from unarranged copy	15.0	32
Type information on continuous roll tape (gummed back or self-sealing back)	16.0	31
Compose copy at the typewriter	17.0	21
Select or order proper typewriting paper and carbon paper	18.0	20

**PERCENTAGES OF BUSINESS MACHINE OPERATORS OPERATING  
OFFICE MACHINES AND EQUIPMENT**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate typewriter* NOTE: 32% use manuals only; 7% use <u>electrics only</u> ; 42% use both manuals and electrics	1.0	81
 <u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Operate 10-key adding machine	2.0	68
Operate paper cutter	3.0	61
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Operate copying machine (e.g. Xerox, Thermofax, Ozalid, etc.)	4.0	59
Operate paper punch	5.0	53
Operate calculator (Monroe, Marchant, etc.)	6.0	47
Operate bookkeeping machine	7.0	41
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate full-bank adding machine	8.0	31
Operate switchboard (PBX)	9.0	29
Operate numbering machine	10.0	26

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\*This item did not specifically appear in questionnaire. The 81% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**PERCENTAGES OF BUSINESS MACHINE OPERATORS TAKING  
DICTATION AND TRANSCRIBING**

**All tasks less than 20 percent.**

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
MAILING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Address letters, packages, etc.	1.0	75
Pick up mail (leave desk to obtain)	3.0	53
Seal envelopes (manually)	3.0	53
Insert letters in envelopes	3.0	53
Take mail to mail room or mail box	5.0	51
Forward or distribute mail	6.0	49
Mark, attach, or enclose materials for outgoing mail	7.0	44
Fold letters	8.0	42
Stamp envelopes (manually)	9.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Sort mail (for different persons)	10.5	34
Open mail	10.5	34
Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	12.0	33
Read incoming mail	13.0	26
Stuff, bundle, sort, and/or label outgoing bulk mail	14.0	25
Read outgoing mail to check up on informa- tion, etc.	15.5	23
Stamp incoming mail (as to date, time, etc.)	15.5	23
Check mailing list	17.5	22
Sign boss's mail (his signature)	17.5	22

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
FILING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
Get materials from files	1.0	80
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Sort materials for filing	2.0	69
Search for lost materials	3.0	64
Make folders and folder titles for files (labels)	4.0	63
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
File materials by name of person	5.0	57
File materials by date	6.0	53
Transfer records to inactive files	7.0	48
File materials by number	8.0	46
File materials by topic or subject	9.0	42
Revise files	10.0	41
Handle cross references	11.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Handle classified or confidential files	12.0	38
Dispose of records	13.0	36
Keep card indexes of various kinds	14.0	33
Follow up released materials	15.0	31
Check out materials from files to employees	16.0	22

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
Answer telephone	1.0	92
Turn telephone calls over to another department	2.0	85
Place telephone calls (local)	3.0	82
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Carry out written or oral orders or instructions of superiors	4.0	77
Place telephone memoranda, messages, etc., where employer will see them	5.0	72
Place telephone calls (long distance)	6.0	70
Give oral directions to other office workers	7.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Screen employer's calls	8.0	44
Compose written directions to other office workers	9.0	43
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compose business reports of any kind	10.0	39
Compose correspondence	11.0	32
Maintain record of long distance calls	12.0	22

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
CLERICAL TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
None		
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Look up names and addresses	1.5	63
Change calendar daily	1.5	63
Check on supplies (for re-ordering purposes)	3.0	61
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Arrange papers or articles on your own and/or your employer's desk	4.0	56
Assemble and staple duplicated materials	5.5	52
Change dates on rubber stamps or time stamp machine daily	5.5	52
Look over notes and memos for the day	7.5	50
Cut materials (scissors, paper cutter, etc.)	7.5	50
Compare copy (one copy with another copy)	9.0	48
Make notes for next day's work	10.0	46
Count items	11.0	44
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	12.0	43
Order supplies of various kinds for the office (from suppliers or central supply department)	13.0	41
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Send out notices of any type	14.5	37
Check money orders, checks, etc., as to amounts, dates, signatures	14.5	37
Make out requisitions	16.5	33

**CLERICAL TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Compile periodic reports	16.5	33
Make change	18.0	29
Get information from various departments needed for correspondence	20.0	26
Distribute supplies	20.0	26
Work with records of time and time cards	20.0	26
Review unfinished business file	23.5	22
Keep records on maps or charts (sales records, etc.)	23.5	22
Take inventory	23.5	22
Weigh items	23.5	22

**PERCENTAGES OF BUSINESS MACHINE OPERATORS  
SECURING DATA**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<b><u>Group 1 - Tasks performed by 80% or more respondents</u></b>		
Use telephone directory	1.0	85
<b><u>Group 2 - Tasks performed by 79% to 60% of respondents</u></b>		
Use dictionary	2.0	67
Use city directory	3.0	63
<b><u>Group 3 - Tasks performed by 59% to 40% of respondents</u></b>		
Use office manuals	4.0	58
Use company manuals	5.0	53
Use U.S. Zip Code Directory	6.0	46
<b><u>Group 4 - Tasks performed by 39% to 20% of respondents</u></b>		
Use technical manuals	7.0	32
Use other reference books or manuals	8.0	25
Use maps	9.5	22
Use U.S. Postal Manual (postage rates, types of mail, etc.)	9.5	22

**PERCENTAGES OF BUSINESS MACHINE OPERATORS USING  
MATHEMATICS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
Use addition	1.5	90
Use subtraction	1.5	90
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Use multiplication	3.0	79
Add long columns of figures	4.0	78
Use decimals	5.0	76
Use fractions	6.5	72
Use division	6.5	72
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Convert fractions to decimals	8.5	57
Convert decimals to fractions	8.5	57
Compute percentage problems	10.0	42
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compute sales tax	11.0	39
Compute interest charges	12.0	30
Compute trade and cash discount	13.0	23

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Keep books and/or ledgers for any purpose	1.0	46
Make journal entries (any type of journal)	2.0	44
Check bills and/or invoices (verify extensions, etc.)	3.0	42
Write receipts	4.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Post (transfer) entries from journals to a ledger (group of accounts)	5.0	34
Figure extensions	6.0	31
Send out invoices for payment due (or contract, etc.)	8.5	27
Figure discount and maturity dates	8.5	27
Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	8.5	27
Prepare Worksheet	8.5	27
Make "General Journal" entries	14.5	23
Make entries directly to accounts if business does not use journals	14.5	23
Use ledger accounts with "balance" column (balance form)	14.5	23
Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)	14.5	23

**FINANCIAL AND RECORDKEEPING TASKS CONTINUED**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Prepare adjusting entries	14.5	23
Send out credit memos for goods returned, etc.	14.5	23
Write checks (for any purpose as a part of your job)	14.5	23
Keep current files of invoices and purchase orders	14.5	23
OK bills of any kind	19.0	20

PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
EDITORIAL TASKS

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compile one report from numerous small ones	1.0	20

**PERCENTAGES OF BUSINESS MACHINE OPERATORS MEETING AND WORKING  
WITH PEOPLE**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Give information in response to verbal inquiries	1.0	74
Plan work for one's self	2.0	70
Direct people to proper office or department	3.0	67
Decide on priority of work for self	4.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Instruct new employees (work procedures, job orientation, etc.)	5.0	59
Hear complaints in office and over telephone	6.0	58
Give directions for work to be done (as a co-worker or supervisor)	8.0	42
Meet callers	8.0	42
Make introductions	8.0	42
Make recommendations for improvements of office procedures, routines, etc.	10.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Handle service calls on equipment	11.0	35
Plan work for others	12.0	31
Keep employer reminded of engagements, dates, things to do, etc.	13.5	29
Coordinate with other personnel on various matters for employer	13.5	29
Decide on priority of work for others	15.0	27
Confer with employer on policy, procedures, etc.	16.0	25
Make engagements and appointments for employer	17.0	21

**PERCENTAGES OF BUSINESS MACHINE OPERATORS PERFORMING  
MISCELLANEOUS TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Dust	1.0	79
Run errands	2.0	76
Straighten up office	3.0	65
Collect money from office employees for various purposes	4.0	62
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Clean and oil typewriter	5.5	29
Clean and oil office equipment other than typewriter	5.5	29
Prepare or obtain coffee or refreshments for employer or his guests	7.0	28
Purchase flowers, fruit, books, gifts, etc., for office	8.0	20

**PERCENTAGES OF  
DATA PROCESSING WORKERS  
PERFORMING TASKS**

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
TYPEWRITING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Proofread typewritten copy	1.0	45
Type labels individually	2.0	42
Type addresses on envelopes and/or cards	3.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Erase carbon copies	4.0	35
Type business letters	5.5	30
Type carbon copies	5.5	30
Type information on continuous roll tape (gummed back or self-sealing back)	7.5	26
Type final copy from rough-draft copy	7.5	26
Type copy from unarranged copy	9.5	24
Erase original copies	9.5	24
Type in outline form	12.0	21
Type and/or rule tabular material (tables, columns, rows of figures)	12.0	21
Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)	12.0	21
Type memorandums	14.0	20

PERCENTAGES OF DATA PROCESSING WORKERS OPERATING  
OFFICE MACHINES AND EQUIPMENT

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Operate key punch	1.0	95
 <u>Group 2 - Tasks performed by 70% to 60% of respondents</u>		
Operate sorter	2.0	74
Operate Card Verifier	3.0	71
Operate 10-key adding machine	4.0	70
Operate typewriter* NOTE: 15% use manuals only; 22% use electrics only; 27% use both manuals and electrics	5.0	64
 <u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Operate burster machine	6.0	43
 <u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Operate paper cutter	7.0	38
Operate tabulating machine	8.0	34
Operate copying machine (e.g. Xerox, Thermofax, Ozalid, etc.)	10.0	33
Operate intercom	10.0	33
Operate paper punch	10.0	33
Operate mailing meter (postage meter)	12.0	32
Operate computer	14.0	27
Operate automatic collator	14.0	27
Operate gang punch	14.0	27

\*This item did not specifically appear in questionnaire. The 64% figure represents a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter.

**PERCENTAGES OF DATA PROCESSING WORKERS TAKING  
DICTATION AND TRANSCRIBING**

**All tasks less than 20 percent.**

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
MAILING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Take mail to mail room or mail box	1.0	46
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Address letters, packages, etc.	2.0	36
Seal envelopes (manually)	3.0	31
Stuff, bundle, sort, and/or label outgoing bulk mail	4.0	30
Insert letters in envelopes	5.0	26
Open mail	6.0	25
Stamp envelopes (manually)	9.0	21
Mark, attach, or enclose materials for outgoing mail	9.0	21
Wrap and tie packages	9.0	21
Sort mail (for different persons)	9.0	21
Fold letters	9.0	21

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
FILING TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
File materials by number	1.0	70
Get materials from files	2.0	60
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Sort materials for filing	3.0	59
Search for lost materials	4.0	49
Transfer records to inactive files	5.0	44
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Dispose of records	6.0	35
Handle classified or confidential files	7.0	34
Make folders and folder titles	8.0	31
Keep card indexes of various kinds	9.5	29
Revise files	9.5	29
File materials by name of person	11.0	26
File materials by date	12.0	21
Assign file numbers	13.0	20

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
TELEPHONING AND COMMUNICATING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Answer telephone	1.0	70
Turn telephone calls over to another department	2.0	65
Place telephone memoranda, messages, etc., where employer will see them	3.0	61
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Place telephone calls (local)	4.5	56
Give oral directions to other office workers	4.5	56
Carry out written or oral orders or instructions of superiors	6.0	55
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Place telephone calls (long distance)	7.5	26
Compose correspondence	7.5	26
Compose written directions to other office workers	9.5	25
Compose business reports of any kind	9.5	25

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
CLERICAL TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Work with records of time and time cards	1.0	50
Arrange papers or articles on your own and/or your employer's desk	2.5	45
Look up names and addresses	2.5	45
Compare copy (one copy with another copy)	4.5	40
Look over notes and memos for the day	4.5	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Change calendar daily	7.0	35
Make notes for next day's work	7.0	35
Change dates on rubber stamps or time stamp machine daily	7.0	35
Cut materials (scissors, paper cutter, etc.)	10.5	30
Keep office manual or instruction book for employees	10.5	30
Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	10.5	30
Assemble and staple duplicated materials	10.5	30
Count items	13.0	25
Order supplies of various kinds for the office (from suppliers or central supply department)	15.5	20
Check on supplies (for re-ordering purposes)	15.5	20
Check tally sheets on various jobs	15.5	20
Send out notices of any type	15.5	20

**PERCENTAGES OF DATA PROCESSING WORKERS  
SECURING DATA**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Use telephone directory	1.0	79
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Use U.S. Zip Code Directory	2.0	58
Use office manuals	3.0	56
Use dictionary	4.0	46
Use company manuals	5.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Use city directory	6.0	23
Use technical manuals	7.0	21
Use U.S. Postal Manual (postage rates, types of mail, etc.)	8.0	20

**PERCENTAGES OF DATA PROCESSING WORKERS USING  
MATHEMATICS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
Use addition	1.5	90
Use subtraction	1.5	90
Use multiplication	3.0	85
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Add long columns of figures	4.0	75
Use division	5.0	68
Use decimals	6.0	65
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Use fractions	7.0	41
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Compute percentage problems	8.0	35
Convert fractions to decimals	9.0	31
Compute sales tax	10.0	26
Convert decimals to fractions	11.0	21

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
FINANCIAL AND RECORDKEEPING TASKS**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
None		
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Prepare any accounting data for transmittal to computer center	1.0	30
Make journal entries (any type of journal)	2.0	25
Send out invoices for payment due (on contract, etc.)	4.0	20
Check bills and/or invoices (verify extensions, etc.)	4.0	20
Keep books and/or ledgers for any purpose	4.0	20

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
EDITORIAL TASKS**

**All tasks less than 20 percent.**

**PERCENTAGES OF DATA PROCESSING WORKERS MEETING AND WORKING  
WITH PEOPLE**

<u>Group 1 - Tasks performed by 80% or more respondents</u>	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
Decide on priority of work for self	1.0	75
Plan work for one's self	2.0	70
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Give directions for work to be done (as a co-worker or supervisor)	3.0	55
Give information in response to verbal inquiries	4.0	50
Direct people to proper office or department	6.0	45
Plan work for others	6.0	45
Instruct new employees (work procedures, job orientation, etc.)	6.0	45
Make recommendations for improvements of office procedures, routines, etc.	9.0	40
Hear complaints in office and over telephone	9.0	40
Decide on priority of work for others	9.0	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Check up on unfinished work of other employees	11.5	35
Make introductions	11.5	35
Distribute work among other employees (in a supervisory capacity)	13.5	30
Get rid of cranks, beggars, and other undesirables	13.5	30
Confer with employer on policy, procedures, etc.	16.0	25
Supervise other employees	16.0	25
Coordinate with other personnel on various matters for employer	16.0	25
Meet callers	16.0	25
Handle service calls on equipment	19.0	20

**PERCENTAGES OF DATA PROCESSING WORKERS PERFORMING  
MISCELLANEOUS TASKS**

	<u>Rank</u>	<u>Times Mentioned (Per Cent)</u>
<u>Group 1 - Tasks performed by 80% or more respondents</u>		
None		
<u>Group 2 - Tasks performed by 79% to 60% of respondents</u>		
None		
<u>Group 3 - Tasks performed by 59% to 40% of respondents</u>		
Dust	1.0	55
Straighten up office	2.5	40
Run errands	2.5	40
<u>Group 4 - Tasks performed by 39% to 20% of respondents</u>		
Prepare or obtain coffee or refreshments for employer or his guests	4.0	35
Collect money from office employees for various purposes	5.5	25
Clean and oil other office equipment besides typewriter	5.5	25

## CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

### Conclusions and Implications

The 599 office tasks have been clustered within 13 major categories of tasks--typewriting, office machines and equipment, dictation and transcribing, mailing, filing, telephoning and communicating, clerical, securing data, mathematics, financial and recordkeeping, editorial, meeting and working with people, and miscellaneous--to provide Composite Clusters of Tasks performed by office employees. Since these data represent the tasks performed by a typical office worker, the Composite Clusters can be used as a partial basis for a re-evaluation of the high school business curriculum, which is primarily concerned with the total realm of office work and not solely with the fitting of a graduate into a specific office job.

Clusters of tasks have similarly been prepared for each of six broad job categories: supervisory, secretarial-stenographic, clerical, bookkeeping-accounting, business machine operator, and data processing. These data represent duties performed by major office occupational groups and should prove useful to curriculum specialists concerned with more specialized high school and post-high school office education programs.

Analysis of the task data suggests that the acquisition of performance skills represents only a portion of the office worker's function. It is hypothesized that teaching objectives, learning experiences, and evaluation can profitably be organized within the framework of the cognitive, affective, and psychomotor domains.

It is felt that a reliable model for collecting up-to-date office task information useful in curriculum construction has been developed. The data-gathering instrument has not only provided data for this study, but also may be used by others in their own locality. If it is periodically revised to take account of technological developments, it can continue to be useful to curriculum planners throughout the nation.

The task data that has been collected is very useful as one important element in the evaluation of present curricula and in the design of new curricula. It is not intended that this data be used as the only criterion against which to judge all curricula. It is felt that the present data is useful as one element, along with other input data from advisory panels and other local and national sources, in the evaluation and construction of office education curriculum.

## Recommendations

To provide a more adequate base for providing up-to-date office education instruction, it is recommended that:

1. Clusters of knowledges, skills, and capabilities associated with performance of major tasks be identified. This research should focus on input data of at least two varieties: what the office worker sees his job as being and what the internal resources and environmental conditions of the job are.
2. An in-depth study of office work in "leading-edge" firms be made to ascertain emerging changes in office structures and functions.
3. An analysis of the office education curriculum in today's schools be made and a comparison made between the research findings and current curriculum practices.
4. An instructional objectives-deriving model for office education be developed and that general and specific statements of instructional objectives be derived from many different sources of input data, including Items 1-3 above.
5. Self-paced learning packages be developed and field tested and that the design of these instructional systems be based on the objectives identified in Item 4 above.

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**Appendix A**

**STATE OF WASHINGTON  
TOTAL EMPLOYEES--EACH INDUSTRY  
PERCENT OF OFFICE WORKERS IN EACH INDUSTRY  
1960**

<b>Agriculture:</b>			<b>Retail Trade:</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	58,077	136		M =	87,053	3,572	
F =	8,356	600		F =	67,116	14,627	
	<u>66,433</u>	<u>736</u> =	1.1		<u>154,169</u>	<u>18,199</u> =	11.8
<b>Mining:</b>			<b>Finance, Insurance &amp; Real Estate:</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	1,483	29		M =	22,144	2,873	
F =	69	55		F =	20,658	15,477	
	<u>1,552</u>	<u>84</u> =	5.41		<u>42,802</u>	<u>18,350</u> =	42.87
<b>Construction:</b>			<b>Services:</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	64,563	1,000		M =	69,961	2,678	
F =	2,908	2,202		F =	101,236	20,119	
	<u>67,471</u>	<u>3,202</u> =	4.74		<u>171,197</u>	<u>22,797</u> =	13.3
<b>Manufacturing:</b>			<b>Government (Non-Education):</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	208,641	11,550		M =	36,901	9,142	
F =	38,297	17,455		F =	15,824	11,864	
	<u>246,938</u>	<u>29,005</u> =	11.74		<u>52,725</u>	<u>21,006</u> =	39.84
<b>Transportation:</b>			<b>Education:</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	44,108	5,072		M =	21,926	549	
F =	5,576	3,359		F =	28,401	5,022	
	<u>49,684</u>	<u>8,431</u> =	16.96		<u>50,327</u>	<u>5,571</u> =	11.07
<b>Communications and Utilities:</b>			<b>Other (NEC):</b>				
	<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>		<b>Total</b>	<b>Clerical &amp; Kindred</b>	<b>Percent</b>
M =	18,939	1,504		M =	17,540	176	
F =	8,565	7,558		F =	11,480	406	
	<u>27,504</u>	<u>9,062</u> =	32.94		<u>29,020</u>	<u>582</u> =	2

Wholesale Trade:			
	Total	Clerical & Kindred	Percent
M =	31,936	2,692	
F =	10,149	6,463	
	<u>42,087</u>	<u>9,155</u>	21.75

Source: U. S. Department of Commerce, Bureau of the Census, U. S. Census of Population: 1960, Detailed Characteristics, Washington, Final Report PC(1)-49D., U. S. Government Printing Office, Washington, D.C., 1962, pp. 339-344.

**Appendix B**

**SIZE OF EMPLOYER UNIT  
(BY SIC AND SIZE OF OFFICE)**

<b>SIC</b>	<b>Small 1-4</b>	<b>Medium 5-49</b>	<b>Large 50-99</b>	<b>X Large 100-299</b>	<b>XI Large 300+</b>
<b>Agriculture</b>	1-364	365-4,450	4,551-9,000	9,001-27,182	27,183+
<b>Mining</b>	1- 74	75- 925	926-1,830	1,831- 5,527	5,528+
<b>Construction</b>	1- 85	86-1,050	1,051-2,088	2,089- 6,308	6,309+
<b>Manufacturing</b>	1- 34	35- 426	427- 851	852- 2,554	2,555+
<b>Communications and Utilities</b>	1- 12	13- 152	153- 302	303- 910	911+
<b>Wholesale Trade</b>	1- 18	19- 230	231- 459	460- 1,378	1,379+
<b>Retail Trade</b>	1- 34	35- 425	426- 846	847- 2,541	2,542+
<b>Finance, Insurance and Real Estate</b>	1- 9	10- 118	119- 232	233- 699	700+
<b>Service</b>	1- 31	32- 375	376- 751	752- 2,255	2,256+

Appendix C

EMPLOYER UNITS AND WORKERS EMPLOYED  
BY SIZE OF FIRM  
EMPLOYMENT DATA FOR SEPTEMBER, 1965

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+
<b>Agriculture:</b>					
Employer units	576	0	0	0	0
Employees	3,342				
<b>Mining:</b>					
Employer units	185	2	0	0	0
Employees	1,533	279			
<b>Construction:</b>					
Employer units	5,645	65	0	0	0
Employees	40,634	12,942			
<b>Manufacturing:</b>					
Employer units	3,769	837	50	10	6
Employees	32,326	89,030	31,799	14,918	72,804
<b>Transportation: (Except R.R.)</b>					
Employer units	1,971	191	7	5	0
Employees	10,217	12,868	3,041	5,160	
<b>Communications and Utilities:</b>					
Employer units	311	134	12	6	1
Employees	1,435	5,525	2,369	4,817	4,778
<b>Wholesale Trade:</b>					
Employer units	4,779	722	7	4	0
Employees	22,961	32,060	2,186	2,489	
<b>Retail Trade:</b>					
Employer units	17,060	549	8	6	1
Employees	90,660	41,090	3,833	9,908	2,598
<b>Finance, Insurance and Real Estate:</b>					
Employer units	5,113	756	18	16	3
Employees	12,495	19,562	2,453	5,794	3,852
<b>Services:</b>					
Employer units	14,800	423	4	1	0
Employees	55,928	27,570	1,964	2,190	

Appendix D

GOVERNMENTAL AND RAILROAD EMPLOYMENT  
STATE OF WASHINGTON  
SEPTEMBER, 1965

<b>Federal</b>	<b>53,200</b>
<b>State Education</b>	<b>20,694</b>
<b>State Non-Education</b>	<b>23,141</b>
<b>Local Education</b>	<b>51,000</b>
<b>Local Non-Education (Counties &amp; Cities)</b>	<b>50,400</b>
<b>Railroads</b>	<b>13,500</b>

Appendix E

OFFICE WORKERS IN STATE OF WASHINGTON  
BY INDUSTRIAL CLASSIFICATION AND SIZE OF OFFICE  
SEPTEMBER, 1965

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XI Large 300+	Unclassified by Size	Total	Percent of Total Office Population
Agriculture	37	0	0	0	0	0	37	.02
Mining	83	15	0	0	0	0	98	.05
Construction	1,926	613	0	0	0	0	2,539	1.54
Manufacturing	3,795	10,452	3,733	1,751	8,547	0	28,278	17.21
Transportation (except RR)	1,733	2,182	515	876	0	0	5,306	3.23
Communications & Utilities	473	1,820	780	1,588	1,574	0	6,235	3.79
Wholesale Trade	4,994	6,973	475	541	0	0	12,983	7.90
Retail Trade	10,679	4,849	453	1,169	307	0	17,475	10.63
Finance, Insurance and Real Estate	5,357	8,386	1,052	2,484	1,651	0	18,930	11.52
Services	7,438	3,667	261	292	0	0	11,658	7.09
State Non-Education	33	1,000	732	4,949	2,505	0	9,219	5.61
State Education	1	83	0	409	1,797	0	2,290	1.39
Federal	22	10,439	1,359	1,614	7,785	0	21,200	12.90
Local Non-Education	0	0	0	0	0	20,079	20,079	12.22
Local Education	0	0	0	0	0	5,646	5,646	3.43
Railroad	0	0	0	0	0	2,290	2,290	1.39
<b>TOTAL</b>							<b>164,263</b>	<b>99.92%</b>

Appendix F

Questionnaires TO BE DISTRIBUTED BY INDUSTRY AND  
SIZE OF OFFICE (BASED ON MODEL)

Standard Industrial Classification (SIC)	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+	Unclassified by Size	Total	Percent of Total
Agriculture	1						1	.13
Mining	1						1	.13
Construction	8	4					12	1.50
Manufacturing	19	51	18	8	42		138	17.25
Transportation (except RR)	8	11	3	4	8		26	3.25
Communications & Utilities	2	8	4	8	8		30	3.75
Wholesale Trade	24	34	2	3	1		63	7.88
Retail Trade	52	24	2	6	8		85	10.60
Finance, Insurance & Real Estate	26	41	5	12			92	11.50
Services	37	18	1	1			57	7.10
State Non-Education		5	4	24	12		45	5.60
State Education		1		2	8		11	1.38
Federal		51	6	8	38		103	12.88
Local Non-Education						98	98	12.25
Local Education						27	27	3.38
Railroads						11	11	1.38
<b>TOTAL</b>							<b>800</b>	<b>99.96%</b>

Percent of questionnaires to Private Enterprise 64.5%  
Percent of questionnaires to Government and Education 35.5%

Appendix G

STATE OF WASHINGTON  
 AVERAGE NUMBER OF OFFICE WORKERS PER EMPLOYER UNIT  
 SEPTEMBER, 1965

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+
Agriculture	.07	0	0	0	0
Mining	.45	7.57	0	0	0
Construction	.34	9.40	0	0	0
Manufacturing	.60	12.50	75	175	1,425
Transportation (except RR)	.88	11.43	74	175	0
Communications & Utilities	1.50	13.60	65	264	1,576
Wholesale Trade	.96	9.66	68	135	0
Retail Trade	.62	8.80	57	195	307
Finance, Insurance, and Real Estate	1.04	11.09	58	155	551
Services	.50	8.60	65	291	0
State Non-Education	2.24	17.93	92	248	1,257
State Education	1.00	11.80	0	136	893

Appendix H

NUMBER OF EMPLOYER UNITS SELECTED  
ON A RANDOM BASIS  
(COMPUTER SELECTION)

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+	Total
Agriculture	1	0	0	0	0	1
Mining	1	0	0	0	0	1
Construction	8	2	0	0	0	10
Manufacturing	19	20	3	1	6	49
Transportation (except RR)	8	5	1	1	0	15
Communications & Utilities	2	3	1	1	1	8
Wholesale Trade	24	17	1	1	0	43
Retail Trade	52	12	1	1	1	67
Finance, Insurance and Real Estate	26	20	1	2	3	52
Services	37	9	1	1	0	48
<b>TOTAL</b>	<b>178</b>	<b>88</b>	<b>9</b>	<b>8</b>	<b>11</b>	<b>294</b>

APPENDIX H (Continued)

EMPLOYER UNITS SELECTED AT RANDOM  
BY UNIVERSITY PERSONNEL

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+	Unclassified by Size	Total
Federal	0	7	1	1	2		11
State Education	0	1	0	1	2		4
State Non-Education	0	2	1	2	2		7
Local Education						3	3
Local Non-Education						3	3
Railroads						1	1
<b>TOTAL</b>	0	10	2	4	6	7	29

## Appendix I

### OFFICE OCCUPATIONS SURVEY INSTRUMENT

You can help our schools give your sons and daughters the kinds of education they need to earn good incomes.

Many changes are taking place in the kinds of work people do. Schools need up-to-date facts about exactly what kinds of work are being done. Those facts will help schools provide useful training.

You have been selected to help with a nation-wide study to show what actual kinds of work people in office occupations perform.

The information will be STRICTLY CONFIDENTIAL.

Your cooperation is appreciated and will help your schools prepare young people to earn better incomes and be more productive employees.

After you have completed the attached questionnaire, return it promptly in the enclosed self-addressed envelope. No postage is necessary.

This project is sponsored by:

Washington State University  
University of Idaho  
Washington State Board for Vocational Education  
Idaho State Board for Vocational Education

**The Following General Information Would  
Be Very Useful in This Study**

In questions 1 - 4, please fill in the blank with the necessary information.

1. Name \_\_\_\_\_
  2. Present Job Title \_\_\_\_\_
  3. Name of Employing Firm \_\_\_\_\_
  4. Address of Employing Firm \_\_\_\_\_  
Street Number
- 
- City
State
Zip Code

5. Where did you receive your specialized occupational training?  
(Check (✓) all answers that apply to you.)

- |   |  |
|---|--|
| <input type="checkbox"/> 1. On the job (not apprentice)<br><input type="checkbox"/> 2. Apprentice<br><input type="checkbox"/> 3. Military<br><input type="checkbox"/> 4. Business School<br><input type="checkbox"/> 5. Trade or Technical School<br><input type="checkbox"/> 6. Correspondence<br><input type="checkbox"/> 7. Specialized school (for example: IBM Key Punch School, Heavy Equipment School) | <input type="checkbox"/> 8. High School<br><input type="checkbox"/> 9. Junior College<br><input type="checkbox"/> 10. College or University<br><input type="checkbox"/> 11. Self-taught<br><input type="checkbox"/> 12. Extension or evening school<br><input type="checkbox"/> 13. Other (please list)<br>_____<br>_____<br>_____ |
|---|--|

In questions 6 - 10, please circle the one answer which applies.

6. What was the highest grade of school you completed?

- |              |               |
|--------------|---------------|
| 1. 8 or less | 6. 13         |
| 2. 9         | 7. 14         |
| 3. 10        | 8. 15         |
| 4. 11        | 9. 16 or more |
| 5. 12        |               |

7. Sex:      1. Male      2. Female

8. Age:    1. 14-19    2. 20-30    3. 31-44    4. 45-64    5. 65+

9. How many times have you changed occupations in the past 5 years?  
(For example: waitress to retail sales to office work = 2 changes)

1. 0 times
2. 1 - 2 times
3. 3 or more times

10. How many years have you been in your present occupation? (i.e., office occupations.)
1. Less than 1 year
  2. 1 - 5 years
  3. More than 5 years
11. Number of office workers, including office supervisors, in your office (department)?
1. 1 - 4
  2. 5 - 49
  3. 50+
12. If your employer's business has two or more departments, please check the approximate number of office workers in your company. (Restrict estimate to your city if your employer has offices in many localities.)
1. 1 - 4
  2. 5 - 49
  3. 50+
13. Place a check (✓) before the ONE area that was your main emphasis of study in high school:
1. College preparatory
  2. Business education - Secretarial
  3. Business education - Bookkeeping
  4. Business education - Clerical (no shorthand)
  5. Distributive education or retailing
  6. None of the above
14. Check (✓) the ONE category below that most accurately describes your major duties. Listed under each are examples of job classifications.
1. OFFICE MANAGER OR SUPERVISOR
  2. SECRETARIAL-STENOGRAPHY
    - a. Executive Secretary
    - b. Secretary
    - c. Stenographer
    - d. Clerk-Stenographer
    - e. Transcribing machine operator

- 3. CLERICAL**
  - a. Typist
  - b. Clerk-typist
  - c. File clerk
  - d. Receptionist
  - e. Stock clerk
  - f. Mail preparing-handling clerk
  
- 4. BOOKKEEPING OR ACCOUNTING**
  - a. Accounts Receivable Clerk
  - b. Accounts Payable Clerk
  - c. Posting clerk
  - d. Payroll clerk
  - e. Bookkeeper
  
- 5. BUSINESS MACHINE OPERATOR**
  - a. Calculating or adding machine operator
  - b. Duplicating machine operator
  - c. Bookkeeping or billing machine operator
  - d. Teletype or switchboard (PBX) operator
  
- 6. ELECTRONIC COMPUTER OPERATING PERSONNEL**
  - a. Keypunch machine operator
  - b. Tabulating or console operator
  - c. Programmer
  - d. Peripheral equipment operator

### INSTRUCTIONS

On the following pages is a list of office tasks (activities).

Read each task listed.

If you have actually performed the office task, even occasionally, during the last two (2) years while working for your present firm, check (✓) the blank under "YES" which appears to the left of the item. Note: Do not include tasks performed for any previous firms.

If you have not performed the task in the last two (2) years while working for your present firm, check (✓) the blank under "NO" to the left of the item.

DO NOT CHECK "YES" UNLESS YOU HAVE ACTUALLY PERFORMED THIS OFFICE TASK IN THE LAST TWO (2) YEARS WHILE WORKING FOR YOUR PRESENT FIRM, Even if performed only once or twice.

MAKE CERTAIN THAT YOU CHECK EACH ITEM EITHER "YES" OR "NO."

An example may be helpful to you:

YES    NO

       Type letters    (A check of "yes" indicates you have typed letters as part of your occupation in the last two (2) years while working for your present firm.)

       Drive a truck    (A check of "no" indicates that you have not driven a truck as part of your occupation in the last two (2) years, even though you may be able to do it.)

       Operate Stencil Duplicator    (A check of "yes" indicates that you have operated the stencil duplicating machine on your job in the last two (2) years even though you have operated it only once or twice.)

If you have performed these office tasks in your occupation in the last two (2) years while working for your present firm, check (✓) YES; otherwise, check (✓) NO.

**TYPEWRITING:**

YES    NO

- |     |     |   |
|-----|-----|---|
| ___ | ___ | Type business letters   |
| ___ | ___ | Type addresses on envelopes and/or cards                              |
| ___ | ___ | Type memorandums  |
| ___ | ___ | Type fill-ins on duplicated letters or bulletins (form letters, etc.) |
| ___ | ___ | Type carbon copies  |
| ___ | ___ | Type manuscripts and/or reports                                       |
| ___ | ___ | Type final copy from rough-draft copy                                 |
| ___ | ___ | Type and/or rule tabular material (tables, columns, rows of figures)  |
| ___ | ___ | Type copy from unarranged copy  |
| ___ | ___ | Proofread typewritten copy  |
| ___ | ___ | Erase carbon copies   |
| ___ | ___ | Erase original copies   |
| ___ | ___ | Make corrections with Tip OK, Ko-rectype, etc. (requires no erasing)  |

**Type financial statements:**

- |     |     |                          |
|-----|-----|--------------------------|
| ___ | ___ | Budgets                  |
| ___ | ___ | Balance Sheets           |
| ___ | ___ | Profit & Loss Statements |
| ___ | ___ | Bank Reconciliations     |
| ___ | ___ | Other: (Please list)     |

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**Type legal papers and documents:**

- |     |     |                          |
|-----|-----|--------------------------|
| ___ | ___ | Acknowledgments          |
| ___ | ___ | Powers of attorney       |
| ___ | ___ | Proxies                  |
| ___ | ___ | Affidavits               |
| ___ | ___ | Sales Contracts          |
| ___ | ___ | Leases                   |
| ___ | ___ | Agreements               |
| ___ | ___ | Deeds                    |
| ___ | ___ | Mortgages                |
| ___ | ___ | Incorporation papers     |
| ___ | ___ | Real estate papers       |
| ___ | ___ | Wills and probate papers |
| ___ | ___ | Litigation papers        |

TYPEWRITING continued

YES NO

\_\_\_ \_\_\_ Insurance forms  
\_\_\_ \_\_\_ Insurance policies  
\_\_\_ \_\_\_ Other: (Please list)

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\_\_\_ \_\_\_ Type information on continuous roll tape (gummed back  
or self-sealing back)  
\_\_\_ \_\_\_ Type labels individually  
\_\_\_ \_\_\_ Type postal cards  
\_\_\_ \_\_\_ Type cards (index cards, file cards, "address finder"  
cards, etc.)  
\_\_\_ \_\_\_ Type in outline form  
\_\_\_ \_\_\_ Type display or decorative type copy  
\_\_\_ \_\_\_ Type minutes or reports of meetings  
\_\_\_ \_\_\_ Use proofreading symbols  
\_\_\_ \_\_\_ Compose copy at the typewriter  
\_\_\_ \_\_\_ Take dictation at the typewriter: (Type dictation as  
employer dictates)  
\_\_\_ \_\_\_ Type and correct spirit masters (e.g., Ditto Masters, etc.)  
\_\_\_ \_\_\_ Type and correct stencils (Mimeograph process)  
\_\_\_ \_\_\_ Type and correct offset masters (mats or multilith)  
\_\_\_ \_\_\_ Prepare ruled business forms  
\_\_\_ \_\_\_ Type copy where all lines end even on the right margin  
(justifying)

Type on printed business forms:

\_\_\_ \_\_\_ Telegrams  
\_\_\_ \_\_\_ Payroll time sheets  
\_\_\_ \_\_\_ Tax returns  
\_\_\_ \_\_\_ W-2 tax forms  
\_\_\_ \_\_\_ Bills of sale  
\_\_\_ \_\_\_ Checks  
\_\_\_ \_\_\_ Credit memorandums  
\_\_\_ \_\_\_ Invoices  
\_\_\_ \_\_\_ Monthly statements  
\_\_\_ \_\_\_ News releases  
\_\_\_ \_\_\_ Personnel forms  
\_\_\_ \_\_\_ Promissory notes  
\_\_\_ \_\_\_ Purchase orders  
\_\_\_ \_\_\_ Purchase requisitions  
\_\_\_ \_\_\_ Vouchers  
\_\_\_ \_\_\_ Quotations  
\_\_\_ \_\_\_ Sales quotas and graphs  
\_\_\_ \_\_\_ Credit inquiries  
\_\_\_ \_\_\_ Shipping orders  
\_\_\_ \_\_\_ Receipts

**TYPEWRITING continued**

YES NO

Other printed business forms (Please list):

\_\_\_\_\_

\_\_\_\_ Select or order proper typewriting paper and carbon paper  
\_\_\_\_ Select or order other typewriting supplies and equipment  
\_\_\_\_ (erasers, ribbons, etc.)

In the space below, list other typewriting tasks or duties performed in your occupation:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**OPERATING OFFICE MACHINES AND EQUIPMENT:**

YES NO

**Typewriters:**

\_\_\_\_ Manual  
\_\_\_\_ Electric (standard)  
\_\_\_\_ Electric (IBM Executive)  
\_\_\_\_ Billing  
\_\_\_\_ Vari-typer  
\_\_\_\_ Automatic (Autotypist, Robotype, IBM Magnetic tape machine, etc.)  
\_\_\_\_ Justowriter  
\_\_\_\_ Teletype  
\_\_\_\_ Flexowriter

**Electronic Data Processing Equipment:**

\_\_\_\_ Key punch  
\_\_\_\_ Sorter  
\_\_\_\_ Tabulating machine  
\_\_\_\_ Gang punch  
\_\_\_\_ Card Verifier  
\_\_\_\_ Scanner  
\_\_\_\_ Computer  
\_\_\_\_ Accounting

**Adding and Calculating Machines:**

\_\_\_\_ 10-key adding  
\_\_\_\_ 10-key printing calculator  
\_\_\_\_ full-bank adding  
\_\_\_\_ calculator (Monroe, Marchant, etc.)  
\_\_\_\_ Key-driven (e.g., Comptometer)  
\_\_\_\_ bookkeeping machine  
\_\_\_\_ electronic calculator

**OPERATING OFFICE MACHINES AND EQUIPMENT continued**

YES NO

**Duplicating Machines:**

_____	_____	Spirit duplicator (e.g., Ditto)
_____	_____	Stencil duplicator (e.g. mimeograph)
_____	_____	Offset duplicator (e.g. multilith)
_____	_____	Illuminated drawing board (e.g. Mimeoscope)
_____	_____	Copying machine (e.g. Xerox, Thermofax, Ozalid, etc.)
_____	_____	Facsimile machine (e.g. Deskfax)
_____	_____	Photographic camera
_____	_____	Microfilm Reproducer

**Miscellaneous:**

_____	_____	Operate motorized filing equipment
_____	_____	Operate microfilm recorder
_____	_____	Operate microfilm reader
_____	_____	Operate switchboard (PBX)
_____	_____	Operate public-address system
_____	_____	Operate intercom
_____	_____	Operate burster machine
_____	_____	Operate automatic collator
_____	_____	Operate de-collator
_____	_____	Operate electric stapler
_____	_____	Operate folding machine
_____	_____	Operate inserter (stuffing machine)
_____	_____	Operate mailing meter (postage meter)
_____	_____	Operate mailing sealer
_____	_____	Operate addressograph
_____	_____	Operate automatic letter opener
_____	_____	Operate binding machine
_____	_____	Operate tying machine
_____	_____	Operate Cerlox machine
_____	_____	Operate paper cutter
_____	_____	Operate paper punch
_____	_____	Operate paper shredder
_____	_____	Operate embossing machine (Graphotype)
_____	_____	Operate laminating machine
_____	_____	Operate check writer protector
_____	_____	Operate check signing machine
_____	_____	Operate transcribing machine (IBM Executary, Dictaphone, etc.)
_____	_____	Operate dictating machine
_____	_____	Operate film, filmstrip, or slide projector
_____	_____	Operate tape recorder
_____	_____	Operate overhead projector
_____	_____	Operate cash register
_____	_____	Operate change-making machine
_____	_____	Operate numbering machine
_____	_____	Operate elevator ( <u>not</u> self-service)

OPERATING OFFICE MACHINES AND EQUIPMENT continued

YES NO

\_\_\_ \_\_\_ Do you service office machines and equipment (minor repairing)?  
Other machines used: (please list)

\_\_\_\_\_  
\_\_\_\_\_

In the space below, list other machine and equipment operation tasks you have performed but that are not listed above:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

TAKING DICTATION AND TRANSCRIBING:

YES NO

\_\_\_ \_\_\_ Write shorthand from one dictator (Gregg, Pitman, Forkner, etc.)  
\_\_\_ \_\_\_ Write shorthand from two or more dictators (but only one at a time)  
\_\_\_ \_\_\_ Write group proceedings and/or conferences in shorthand  
\_\_\_ \_\_\_ Transcribe (type) from shorthand cutlines  
\_\_\_ \_\_\_ Take dictation over the telephone  
\_\_\_ \_\_\_ Operate shorthand machine (e.g., Stenograph)  
\_\_\_ \_\_\_ Transcribe (type) from shorthand machine tape (e.g., Stenograph)  
\_\_\_ \_\_\_ Transcribe (type) from recorded media--belt, disc, etc. (e.g., IBM Executary, Stenorette, Dictaphone, etc.)  
\_\_\_ \_\_\_

Do you type from shorthand outlines or recorded media any business paper, form, or document not listed on the "Typewriting" task sheet? If so, please list below:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

MAILING TASKS:

YES NO

\_\_\_ \_\_\_ Pick up mail (leave desk to obtain)  
\_\_\_ \_\_\_ Sort mail (for different persons)  
\_\_\_ \_\_\_ Open mail  
\_\_\_ \_\_\_ Stamp incoming mail (as to date, time, etc.)  
\_\_\_ \_\_\_ Log incoming mail (in regular book)  
\_\_\_ \_\_\_ Read incoming mail  
\_\_\_ \_\_\_ Make notes on incoming mail which superior should see  
\_\_\_ \_\_\_

**MAILING TASKS continued**

YES NO

- |     |     |  |
|-----|-----|--|
| ___ | ___ | Attach pertinent correspondence to incoming mail for superior, to refresh his memory               |
| ___ | ___ | Sort mail (in priority order)  |
| ___ | ___ | Forward or distribute mail   |
| ___ | ___ | Sign for Registered Mail   |
| ___ | ___ | Read outgoing mail to check up on information, etc.  |
| ___ | ___ | Mark, attach, or enclose materials for outgoing mail   |
| ___ | ___ | Sign boss's mail (his signature)   |
| ___ | ___ | Address letters, packages, etc.  |
| ___ | ___ | Fold letters   |
| ___ | ___ | Insert letters in envelopes  |
| ___ | ___ | Seal envelopes (manually)  |
| ___ | ___ | Stamp envelopes (manually)   |
| ___ | ___ | Wrap and tie packages  |
| ___ | ___ | Calculate postal rates (parcel post, bulk, 1st class mail, etc.)                                   |
| ___ | ___ | Use franking-permit privileges (right to send free mail)   |
| ___ | ___ | Take mail to mail room or mail box   |
| ___ | ___ | Take mail to post office   |
| ___ | ___ | Have mail registered or certified  |
| ___ | ___ | Have mail insured  |
| ___ | ___ | Purchase postage   |
| ___ | ___ | Keep postage meter record  |
| ___ | ___ | Trace mail   |
| ___ | ___ | Recall mail from post office   |
| ___ | ___ | Make up mailing list   |
| ___ | ___ | Distribute mailing list  |
| ___ | ___ | Check mailing list   |
| ___ | ___ | Obtain mailing material from post office (certified & registered mail stickers, rate sheets, etc.) |
| ___ | ___ | Revise mailing list  |
| ___ | ___ | Stuff, bundle, sort, and/or label outgoing bulk mail   |

In the space below, list other mailing tasks performed but not listed above:

---



---



---

**FILING:**

YES NO

- |     |     |                                    |
|-----|-----|------------------------------------|
| ___ | ___ | Sort materials for filing          |
| ___ | ___ | File materials by number           |
| ___ | ___ | File materials by name of person   |
| ___ | ___ | File materials by topic or subject |

**FILING continued**

**YES    NO**

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | File materials by city, state, or region                 |
| <input type="checkbox"/> | <input type="checkbox"/> | File materials by date                                   |
| <input type="checkbox"/> | <input type="checkbox"/> | File materials by sound (Soundex, etc.)                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Get materials from files                                 |
| <input type="checkbox"/> | <input type="checkbox"/> | Check out materials from files to employees              |
| <input type="checkbox"/> | <input type="checkbox"/> | Keep tickler or follow-up files of various kinds         |
| <input type="checkbox"/> | <input type="checkbox"/> | Handle cross references                                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Keep card indexes of various kinds                       |
| <input type="checkbox"/> | <input type="checkbox"/> | Follow up released materials                             |
| <input type="checkbox"/> | <input type="checkbox"/> | Search for lost materials                                |
| <input type="checkbox"/> | <input type="checkbox"/> | Handle classified or confidential files                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Revise files   |
| <input type="checkbox"/> | <input type="checkbox"/> | Transfer records to inactive files                       |
| <input type="checkbox"/> | <input type="checkbox"/> | Dispose of records                                       |
| <input type="checkbox"/> | <input type="checkbox"/> | Select and/or order filing equipment and supplies        |
| <input type="checkbox"/> | <input type="checkbox"/> | Install filing system                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | Control and manage filing system                         |
| <input type="checkbox"/> | <input type="checkbox"/> | Assign file numbers                                      |
| <input type="checkbox"/> | <input type="checkbox"/> | Make folders and folder titles for files (labels)        |
| <input type="checkbox"/> | <input type="checkbox"/> | Use microfilming equipment                               |
| <input type="checkbox"/> | <input type="checkbox"/> | Use motorized filing equipment                           |
| <input type="checkbox"/> | <input type="checkbox"/> | Use magnetic filing equipment                            |
| <input type="checkbox"/> | <input type="checkbox"/> | Keep clipping file (newspapers, magazine articles, etc.) |
| <input type="checkbox"/> | <input type="checkbox"/> | Keep clipping books (of any type)                        |

If you perform additional filing or filing-related tasks, please list those tasks in the space below:

---

---

---

**TELEPHONING AND COMMUNICATING:**

**YES    NO**

- |                          |                          |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Place telephone calls (local)   |
| <input type="checkbox"/> | <input type="checkbox"/> | Place telephone calls (long distance)                                   |
| <input type="checkbox"/> | <input type="checkbox"/> | Maintain record of long distance calls                                  |
| <input type="checkbox"/> | <input type="checkbox"/> | Answer telephone  |
| <input type="checkbox"/> | <input type="checkbox"/> | Turn telephone calls over to another department                         |
| <input type="checkbox"/> | <input type="checkbox"/> | Screen employer's calls   |
| <input type="checkbox"/> | <input type="checkbox"/> | Place telephone memoranda, messages, etc., where employer will see them |
| <input type="checkbox"/> | <input type="checkbox"/> | Arrange for and/or cancel newspaper or magazine advertising             |
| <input type="checkbox"/> | <input type="checkbox"/> | Send telegrams and/or cablegrams  |

**TELEPHONING AND COMMUNICATING continued**

YES	NO	
___	___	Receive telegrams and/or cablegrams
___	___	Code telegrams and/or cablegrams
___	___	De-code telegrams and/or cablegrams
___	___	Figure cost of telegrams, long distance calls, night and day letters, etc.
___	___	Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)
___	___	Compose business reports of any kind
___	___	Compose legal papers
___	___	Compose correspondence
___	___	Compose written directions to other office workers
___	___	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)
___	___	Give oral directions to other office workers
___	___	Give dictation to other office workers
___	___	Give oral presentations (reports, speeches, etc.)
___	___	Conduct meetings
___	___	Prepare audio-visual materials (transparencies, tape recordings, etc.)
___	___	Carry out written or oral orders or instructions of superiors

In the space below, list other telephone or communication tasks you perform but that are not listed on the preceding list:

---

---

---

**CLERICAL TASKS:**

YES	NO	
___	___	Get quotations on supplies (from supplier)
___	___	Order supplies or various kinds for the office (from suppliers or central supply department)
___	___	Check on supplies (for re-ordering purposes)
___	___	Make out requisitions
___	___	Approve requisitions made out by others
___	___	Inspect material received for completeness, damages, etc.
___	___	Distribute supplies

**CLERICAL TASKS** continued

YES NO

- Route shipments of materials (within office, between departments, etc.)
- Arrange papers or articles on your own and/or your employer's desk
- Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)
- Dust employer's desk and keep employer's desk neat
- Make out day's schedule for employer
- Keep calendar marked with appointments for employer at his desk
- Place daily newspapers, magazines, etc., on employer's desk
- Scan newspapers, magazines, trade journals, for employer marking items of interest to him
- Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.
- Make out itinerary or schedule for employer's trips
- Obtain trip reservations and/or tickets for employer
- Make hotel reservations for employer
- Obtain information and papers for foreign travel for employer
- Apply for passports or visas for employer
- Make preparations for meetings
- Maintain incoming and outgoing correspondence register
- Check money orders, checks, etc., as to amounts, dates, signatures
- Make arrangements for freight, express, etc.
- Make out shipping instructions (outgoing shipments)
- Check tally sheets on various jobs
- Keep daily attendance of employees
- Make out accident reports for self or other workers
- Work with records of time and time cards
- Keep office manual or instruction book for employees
- Send out notices of any type
- Post notices
- Act as notary public
- Renew newspaper and magazine subscriptions
- Compare copy (one copy with another copy)
- Review unfinished business file
- Check up on observance of various laws (in connection with work)
- Secure government permits of various kinds (buildings, tax, etc.)
- Protect valuable and confidential materials
- Do work involving customs, tariff regulations, etc.
- Take inventory

**CLERICAL TASKS continued**

<b>YES</b>	<b>NO</b>	
_____	_____	Revise stock list
_____	_____	Revise catalogs
_____	_____	Weigh items
_____	_____	Count items
_____	_____	Make change
_____	_____	Gether data to fill out questionnaires
_____	_____	Check personnel of committees (names, addresses, etc.)
_____	_____	Look up names and addresses
_____	_____	Compile periodic reports
_____	_____	Assemble and staple duplicated materials
_____	_____	Get information from various departments needed for correspondence
_____	_____	Keep records on maps or charts (sales records, etc.)
_____	_____	Keep record of territory assigned salesmen
_____	_____	Prepare agenda for meetings
_____	_____	Have legal papers recorded
_____	_____	Prepare signs, posters, or other graphic materials
_____	_____	Cut materials (scissors, paper cutter, etc.)
_____	_____	Change dates on rubber stamps or time stamp machine daily
_____	_____	Change calendar daily
_____	_____	Look over notes and memos for the day
_____	_____	Record daily shipments
_____	_____	Make notes for next day's work

In the space below, list other clerical tasks performed but not listed above:

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**SECURING DATA:**

<b>YES</b>	<b>NO</b>	
_____	_____	Use dictionary
_____	_____	Use secretarial handbook
_____	_____	Use telephone directory
_____	_____	Use hotel reference books
_____	_____	Use U.S. Zip Code Directory
_____	_____	Use U.S. Postal Manual (postage rates, types of mail, etc.)
_____	_____	Use synonym books, thesaurus
_____	_____	Use city directory
_____	_____	Use Reader's Guide to Periodical Literature
_____	_____	Use <u>company</u> manuals

**SECURING DATA continued**

YES NO

- |       |       |                                       |
|-------|-------|---------------------------------------|
| _____ | _____ | Use <u>office</u> manuals             |
| _____ | _____ | Use <u>technical</u> manuals          |
| _____ | _____ | Use timetables (R.R., airlines, etc.) |
| _____ | _____ | Use encyclopedias                     |
| _____ | _____ | Use almanac                           |
| _____ | _____ | Use atlas                             |
| _____ | _____ | Use library card indexes              |
| _____ | _____ | Use newspapers                        |
| _____ | _____ | Use magazines                         |
| _____ | _____ | Use other reference books or manuals  |
| _____ | _____ | Use maps                              |

In the space below, list other sources used in securing data that are not listed above:

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**MATHEMATICS:**

YES NO

- |       |       |  |
|-------|-------|--|
| _____ | _____ | <u>Use fundamental processes of arithmetic:</u>              |
| _____ | _____ | addition   |
| _____ | _____ | subtraction  |
| _____ | _____ | multiplication   |
| _____ | _____ | division   |
| _____ | _____ | Add long columns of figures                                  |
| _____ | _____ | Use fractions  |
| _____ | _____ | Use decimals   |
| _____ | _____ | Convert fractions to decimals                                |
| _____ | _____ | Convert decimals to fractions                                |
| _____ | _____ | Compute insurance premiums (life, medical, retirement, etc.) |
| _____ | _____ | Compute property and/or income taxes                         |
| _____ | _____ | Compute percentage problems                                  |
| _____ | _____ | Compute dividends  |
| _____ | _____ | Compute interest charges                                     |
| _____ | _____ | Compute trade and cash discount                              |
| _____ | _____ | Compute amount and percent of markup or loss                 |
| _____ | _____ | Compute sales tax  |
| _____ | _____ | Convert figures to metric system                             |
| _____ | _____ | Compute foreign money figures                                |
| _____ | _____ | Work with reciprocals  |

In the space below, list other mathematical tasks you perform that are not listed above:

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**FINANCIAL AND RECORDKEEPING TASKS:**

YES NO

- \_\_\_ \_\_\_ Make journal entries (any type of journal)
- \_\_\_ \_\_\_ Make "General Journal" entries
- \_\_\_ \_\_\_ Make "Combined Journal" entries
- \_\_\_ \_\_\_ Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)
- \_\_\_ \_\_\_ Post (transfer) entries from journals to a ledger (group of accounts)
- \_\_\_ \_\_\_ Make entries only in journal(s) if business uses only journal(s)--does not use any accounts as such
- \_\_\_ \_\_\_ Make entries directly to accounts if business does not use journals
- \_\_\_ \_\_\_ Work with subsidiary ledger (accounts receivable, accounts payable, etc.)
- \_\_\_ \_\_\_ Use ledger accounts with "balance" column (balance form)
- \_\_\_ \_\_\_ Actual bookkeeping or accounting work done at end of month or fiscal period. Do not check "YES" if your only task is to gather data for the statements, etc., or if you only type them.
- \_\_\_ \_\_\_ Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)
- \_\_\_ \_\_\_ Prepare Worksheet
- \_\_\_ \_\_\_ Prepare Profit and Loss Statement (Income Statement)
- \_\_\_ \_\_\_ Prepare Balance Sheet
- \_\_\_ \_\_\_ Prepare Capital Statement
- \_\_\_ \_\_\_ Determine current ratio
- \_\_\_ \_\_\_ Determine acid-test ratio
- \_\_\_ \_\_\_ Determine any other ratios
- \_\_\_ \_\_\_ Prepare adjusting entries
- \_\_\_ \_\_\_ Prepare closing entries
- \_\_\_ \_\_\_ Prepare Post-Closing Trial Balance
- \_\_\_ \_\_\_ Prepare reversing entries
- \_\_\_ \_\_\_ Rule ledger accounts
- \_\_\_ \_\_\_ Rule journals
- \_\_\_ \_\_\_ Close ledger accounts
- \_\_\_ \_\_\_ Record time clock data on payroll forms
- \_\_\_ \_\_\_ Compute payrolls for employees
- \_\_\_ \_\_\_ Calculate deductions (Income Tax, FICA, Insurance, etc.)
- \_\_\_ \_\_\_ Maintain individual employee's earnings records
- \_\_\_ \_\_\_ Maintain payroll register (all employees listed)
- \_\_\_ \_\_\_ Write checks for payroll
- \_\_\_ \_\_\_ Make out withholding tax statements at end of year (W-2 forms)

**FINANCIAL AND RECORDKEEPING TASKS continued**

YES NO

**Keep records for state or Federal Government pertaining to:**

- \_\_\_\_\_  **B & O Tax**
- \_\_\_\_\_  **FUTA Tax (Federal Unemployment tax)**
- \_\_\_\_\_  **FICA Tax (Social Security)**
- \_\_\_\_\_  **Income taxes**
- \_\_\_\_\_  **State Unemployment taxes**
- \_\_\_\_\_  **State Industrial Insurance**
- \_\_\_\_\_  **Sales Tax**
- \_\_\_\_\_  **Make out reports for state and/or Federal Government pertaining to taxes mentioned above**
- \_\_\_\_\_  **Work in connection with other state or federal taxes, licenses, permits, reports, etc.**
- \_\_\_\_\_  **Maintain file of W-4 forms**
- \_\_\_\_\_  **Keep records of sales exempt from tax**
- \_\_\_\_\_  **Keep books which supply data for income tax for company, trust, etc.**
- \_\_\_\_\_  **Prepare income tax return for company, trust, etc.**
- \_\_\_\_\_  **Systematize and record items deductible from income tax**
- \_\_\_\_\_  **Make lists of employees for income tax purposes (salaries, etc.)**
- \_\_\_\_\_  **Work with city and/or county tax statements**
- \_\_\_\_\_  **Keep records pertaining to employees belonging to union**
- \_\_\_\_\_  **Record stock count information in proper book (merchandise control)**
- \_\_\_\_\_  **Record inventory records in proper forms**
- \_\_\_\_\_  **Figure inventory (value)**
- \_\_\_\_\_  **Compute depreciation**
- \_\_\_\_\_  **Establish depreciation schedules for equipment**
- \_\_\_\_\_  **Work with accruals**
- \_\_\_\_\_  **Keep wage and sales comparison records**
- \_\_\_\_\_  **Keep wage and cost comparisons**
- \_\_\_\_\_  **Assemble and/or interpret cost data**
- \_\_\_\_\_  **Sell various goods or services**
- \_\_\_\_\_  **Take orders for various goods or services (in person or by phone)**
- \_\_\_\_\_  **Maintain price lists and make necessary changes**
- \_\_\_\_\_  **Post data on daily sales sheets by department or employee**
- \_\_\_\_\_  **Record cash register tapes**
- \_\_\_\_\_  **Record daily sales in unit control forms**
- \_\_\_\_\_  **Total weekly or monthly sales**
- \_\_\_\_\_  **Prepare salesmen's commission statements**
- \_\_\_\_\_  **Prepare vouchers for traveling expenses**
- \_\_\_\_\_  **Keep sales performance records**
- \_\_\_\_\_  **Make out monthly statements (for services rendered, goods, sold, etc.)**

**FINANCIAL AND RECORDKEEPING TASKS continued**

YES	NO	
---	---	Figure extensions
---	---	Decide charges on work done
---	---	Keep record of interest-due dates
---	---	Send out invoices for payment due (on contract, etc.)
---	---	Send out credit memos for goods returned, etc.
---	---	Make decisions on discounts allowable
---	---	Figure discount and maturity dates
---	---	Look up or check on financial ratings of customers or employees
---	---	Handle collection of outstanding debts (accounts receivable)
---	---	Age the accounts receivable
---	---	Keep track of bad debts
---	---	Make up weekly statement of overdrawn bank accounts
---	---	Prepare key-punched customer credit record of charges and payments for transmittal to computer center
---	---	Prepare cash register stock control tapes for transmittal to computer center
---	---	Prepare any other accounting data for transmittal to computer center
---	---	Write checks (for any purpose as a part of your job)
---	---	Sign checks
---	---	Endorse checks
---	---	Countersign checks
---	---	Give checks to employer for signature
---	---	Take care of checkbook and stubs
---	---	Take care of bankbook
---	---	Deposit checks and/or cash in bank or cashier's office
---	---	Reconcile bank statement
---	---	Cash checks
---	---	Write receipts
---	---	Prove cash daily
---	---	Keep cash account
---	---	Keep petty cash account
---	---	Make petty cash payments
---	---	Collect notes
---	---	Responsible for notes, renewals, drafts, etc.
---	---	Count money to verify cash register returns
---	---	Arrange with bank for funds to be wired or cabled
---	---	Purchase foreign exchange
---	---	Get letters of credit from banks
---	---	Purchase traveler's checks for employer
---	---	Compile statistical data
---	---	Chart data
---	---	Make financial graphs
---	---	Interpret financial figures into a simpler statement

**FINANCIAL AND RECORDKEEPING TASKS continued**

YES NO

- \_\_\_ \_\_\_ Use voucher register
- \_\_\_ \_\_\_ Use check register
- \_\_\_ \_\_\_ Use insurance register
- \_\_\_ \_\_\_ Make up budgets
- \_\_\_ \_\_\_ Check bills and/or invoices (verify extensions, etc.)
- \_\_\_ \_\_\_ OK bills of any kind
- \_\_\_ \_\_\_ Keep current files of invoices and purchase orders
- \_\_\_ \_\_\_ Prepare bids (for contract)
- \_\_\_ \_\_\_ Make contract for supplies, services, etc.)
- \_\_\_ \_\_\_ Keep books and/or ledgers for any purpose
- \_\_\_ \_\_\_ Act as cashier or teller
- \_\_\_ \_\_\_ Prepare sales slips
- \_\_\_ \_\_\_ Prepare personal income tax return (for your employer)
- \_\_\_ \_\_\_ Make list of personal stocks, notes, collateral, etc.,  
(employer's)
- \_\_\_ \_\_\_ Take care of employer's personal insurance (car, life, etc.)
- \_\_\_ \_\_\_ Make out household and/or personal checks for employer
- \_\_\_ \_\_\_ Keep lists of employer's personal property up to date
- \_\_\_ \_\_\_ Obtain credit cards for employer
- \_\_\_ \_\_\_ Keep list of credit card numbers
- \_\_\_ \_\_\_ Apply for group insurance (as an employee)
- \_\_\_ \_\_\_ Make lists of contents of office safe and/or safe deposit  
box and keep it up to date
- \_\_\_ \_\_\_ Check and mail stock certificates
- \_\_\_ \_\_\_ Arrange for payment of dividends
- \_\_\_ \_\_\_ Work on quarterly or annual dividends
- \_\_\_ \_\_\_ Make dividend lists
- \_\_\_ \_\_\_ Issue dividend checks
- \_\_\_ \_\_\_ Make list of securities (for business)
- \_\_\_ \_\_\_ Keep file of maturity dates of securities
- \_\_\_ \_\_\_ Secure quotations from brokers
- \_\_\_ \_\_\_ Buy stocks
- \_\_\_ \_\_\_ Sell stocks
- \_\_\_ \_\_\_ Figure premiums (insurance, etc.)
- \_\_\_ \_\_\_ Arrange for insurance policies
- \_\_\_ \_\_\_ OK monthly group insurance bills
- \_\_\_ \_\_\_ Figure insurance rates

In the space below, list other financial and recordkeeping tasks you perform but that were not listed previously:

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**EDITORIAL TASKS:**

YES NO

- |       |       |  |
|-------|-------|--|
| _____ | _____ | Make arrangements for centralized department to duplicate materials                              |
| _____ | _____ | Make arrangements for centralized department to bind materials                                   |
| _____ | _____ | Make arrangements for centralized department to print materials                                  |
| _____ | _____ | Prepare material for printer or publisher  |
| _____ | _____ | Check printer's "proof copy"   |
| _____ | _____ | Edit manuscripts   |
| _____ | _____ | Edit reports, bulletins, etc.  |
| _____ | _____ | Compile one report from numerous small ones  |
| _____ | _____ | Arrange for printed programs   |
| _____ | _____ | Translate letters, articles, etc., from foreign languages into English                           |
| _____ | _____ | Translate letters, articles, etc., from English into foreign language                            |
| _____ | _____ | Punctuate articles, manuscripts, etc.  |
| _____ | _____ | Edit letters dictated by employer  |
| _____ | _____ | Prepare pamphlets and catalogs   |
| _____ | _____ | Give news, information, etc., to reporters   |
| _____ | _____ | Summarize articles, reports, lectures, etc.  |
| _____ | _____ | Get information from library   |
| _____ | _____ | Compile bibliographies   |
| _____ | _____ | Edit magazine or paper (house organ, trade magazine, etc.)                                       |
| _____ | _____ | Prepare posters for advertising  |
| _____ | _____ | Read legal rulings, current topics, books, etc.  |
| _____ | _____ | Gather data for reports  |
| _____ | _____ | Clip and collect magazine articles, newspapers, etc., of interest                                |
| _____ | _____ | Take care of publicity items   |
| _____ | _____ | Keep scrap books of various items for newspapers or magazines                                    |
| _____ | _____ | Write advertisements of various kinds (circular letters, bulletins, newspaper advertising, etc.) |
| _____ | _____ | Write copy for newspapers, magazines, etc.   |
| _____ | _____ | Help plan advertising campaigns  |
| _____ | _____ | Gather news for various papers, magazines, etc.  |

In the space below, list other editorial tasks you perform that are not listed above:

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Appendix K

EMPLOYER UNITS NOT PARTICIPATING\*  
BY INDUSTRY AND SIZE OF OFFICE

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+	Unclassified by size	Total
Agriculture							0
Mining							0
Construction	2	1					3
Manufacturing	3	1	1				5
Transportation	1	2					3
Communications & Utilities	2						2
Wholesale Trade	4	3		1			8
Retail Trade	9	2					11
Finance, Insurance & Real Estate	11	1					12
Service	6	1					7
Transportation							0
Federal							0
State Education							0
State Non-Education							0
Local Education							0
Local Non-Education							0
Railroad							0
TOTALS	38	11	1	1	0	0	51

\*15 could not be located or were no longer in business

15 declined

21 performed "no office functions"

Appendix I.

QUESTIONNAIRES RETURNED AND DISTRIBUTED  
(BY SIC AND SIZE OF OFFICE)

SIC	Small 1-4	Medium 5-49	Large 50-99	X Large 100-299	XX Large 300+	Unclassified by Size	Total	% Return
Agriculture	1/1						1/1	100
Mining	1/1						1/1	100
Construction	5/7	2/2					7/9	77.8
Manufacturing	12/25	36/39	5/5	9/9	41/44		103/122	84.4
Transportation	7/8	3/3	3/3	4/4		7/11	17/18	94.4
Railroad		4/4	4/4	8/8	8/8		24/24	100
Communications & Utilities	25/30	20/24	2/2	2/6	1/1		47/81	58.0
Wholesale	23/49	19/23	6/6	12/12	8/8		79/88	89.8
Retail	16/16	37/46	1/1	3/3			56/73	76.7
Finance, Insurance & Real Estate	38/51	14/18	4/4	24/24	12/12		44/45	97.8
Service		4/5		1/2	8/8		10/11	90.9
State Non-Education		1/1		8/8	39/39		104/104	100
State Education		51/51	6/6			91/98	91/98	92.9
Federal						27/27	27/27	100
Local Non-Education								
Local Education								

	Private Enterprise	Government	Total
Questionnaires Distributed.....	482	285	767
Questionnaires Returned.....	387	276	663
Percentage of Response.....	80.3%	96.8%	86.4%



Appendix M

CHI-SQUARE TEST TO TEST SIGNIFICANCE OF DIFFERENCES  
IN TASKS PERFORMED BY OFFICE EMPLOYEES IN VARIOUS  
INDUSTRIAL CLASSIFICATIONS (SIC)\*

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^k \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where:  $O_{ij}$  = Observed number of cases in  $i$  th row,  $j$  th column

$E_{ij}$  = Expected number of cases in  $i$  th row,  $j$  th column

$$\text{Where: } E_{ij} = \frac{(\sum_i O_{ij})(\sum_j O_{ij})}{\sum_i \sum_j O_{ij}}$$

If  $\chi^2 < 18.31$  there is no significant difference (N.S.) (.05)  
If  $\chi^2 \geq 18.31$  there is a significant difference at the .05 level

CHI-SQUARE TABLE FOR A GIVEN TASK  
(ONE OF 600)

	1	2	3	4	5	6	7	8	9	10	11	
Yes	81	15	19	30	28	60	40	26	26	74	56	455
No	21	8	5	14	18	17	16	18	11	30	35	193
Total	102	23	24	44	46	77	56	44	37	104	91	648

Chi-Square = 15.4772 with 10 Degrees of Freedom 15.48 < 18.31 so N.S.

SIC Code:

- |  |                                     |
|--|-------------------------------------|
| 1. Manufacturing                           | 6. Finance, Insurance & Real Estate |
| 2. Transportation<br>(including Railroads) | 7. Services                         |
| 3. Communications & Utilities              | 8. State Non-Education              |
| 4. Wholesale Trade                         | 9. State & Local Education          |
| 5. Retail Trade                            | 10. Federal                         |
|  | 11. Local Non-Education             |

\* Siegel, Sidney, NONPARAMETRIC STATISTICS FOR THE BEHAVIORAL SCIENCES,  
McGraw-Hill Book Company, New York, 1956, pp. 175-179.

Appendix N

CHI-SQUARE TEST TO TEST SIGNIFICANCE OF DIFFERENCES  
IN TASKS PERFORMED BY OFFICE EMPLOYEES IN  
SMALL AND LARGE OFFICES\*

$$X^2 = \frac{(A+B+C+D) (AD-BC)^2}{(A+B)(A+C)(C+D)(B+D)}$$

Yes	Small A	Large B
No	C	D

A,B,C, and D are frequencies

When expected cell frequency was 5 or less, Yates correction for continuity was applied.\*\*

$$X^2 = \frac{(A+B+C+D) (AD-BC-1-N/2)^2}{(A+B)(A+C)(C+D)(B+D)}$$

If  $X^2 < 3.84$  there is no significant difference (N.S.) (.05)

If  $X^2 \geq 3.84$  there is a significant difference at the .05 level

CHI-Square for a given task  
(One of 600)

	Small	Large
Yes	96	87
No	26	36
	122	123

Small = "Small" size of office in sample

Large = "Large," "X Large," & "XX Large" sizes of offices in sample

CHI-SQUARE = 2.0515 with 1 Degree of Freedom  
2.05 < 3.84 so N.S.

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\*Ferguson, p. 204

\*\* Ferguson, p. 207

Appendix O

FREQUENCY LISTING OF 599 OFFICE TASKS

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
1. Use addition	95	95	96	94	97	90	90
2. Use telephone directory	95	92	99	94	96	85	79
3. Answer telephone	95	93	99	95	98	92	70
4. Use subtraction	93	94	94	89	98	90	90
5. Place telephone calls (local)	92	93	98	92	94	82	56
6. Operate typewriter <sup>a</sup>	91	78	100	90	95	81	64
7. Get materials from files	90	79	96	92	91	80	60
8. Use multiplication	89	94	92	83	96	79	85
9. Plan work for one's self	88	89	95	85	90	70	70
10. Use division	87	92	91	78	97	72	68
11. Give information in response to verbal inquiries	87	88	94	88	83	74	50

<sup>a</sup>This item did not specifically appear in questionnaire. The percentage figures represent a composite of three questionnaire items: "operate manual typewriter," "operate electric typewriter (standard)," and "operate IBM Executive typewriter." The original data seemed to indicate that the respondents did not differentiate between a standard electric and an IBM Executive typewriter. Additional extrapolated data: COMPOSITE PROFILE--31% use manuals only; 17% use electrics only; 43% use both manuals and electrics. SUPERVISORY PROFILE--42% use manuals only; 7% use electrics only; 29% use both manuals and electrics. SECRETARIAL/STENOGRAPHY PROFILE--12% use manuals only; 39% use electrics only; 49% use both manuals and electrics. CLERICAL PROFILE--35% use manuals only; 14% use electrics only; 41% use both manuals and electrics. BOOKKEEPING/ACCOUNTING PROFILE--40% use manuals only; 5% use electrics only; 50% use both manuals and electrics. BUSINESS MACHINE OPERATOR PROFILE--32% use manuals only; 7% use electrics only; 42% use both manuals and electrics. DATA PROCESSING PROFILE--15% use manuals only; 22% use electrics only; 27% use both manuals and electrics

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts	Bus. Mach. Op.	Data Proc.
12. Type addresses on envelopes and/or cards	87	71	98	89	89	83	40
13. Carry out written or oral orders or instructions of superiors	86	77	96	88	81	77	55
14. Use dictionary	86	86	98	84	85	67	46
15. Address letters, packages, etc.	86	73	98	88	90	57	36
16. Place telephone memoranda, messages, etc., where employer will see them	84	73	98	84	83	72	61
17. Sort materials for filing	84	70	89	87	88	69	59
18. Turn telephone calls over to another department	83	69	91	87	76	85	65
19. Decide on priority of work for self	82	88	89	79	80	62	75
20. Insert letters in envelopes	82	71	96	84	87	53	26
21. Add long columns of figures	81	81	82	75	92	78	75
22. Look up names and addresses	80	78	96	79	75	63	45
23. Type carbon copies	80	64	99	80	83	55	30
24. Fold letters	80	67	97	83	79	42	21
25. Arrange papers or articles on your own and/or your employer's desk	79	78	91	80	70	56	45
26. Direct people to proper office or department	78	73	93	78	71	67	45
27. Proofread typewritten copy	78	68	96	76	76	62	45
28. Use decimals	77	79	80	65	92	76	65
29. Straighten up office	77	71	87	77	77	65	40
30. Make folders and folder titles for files (labels)	77	62	93	78	79	63	31
31. Seal envelopes (manually)	77	72	83	82	79	53	31
32. Type business letters	77	65	97	76	76	45	30
33. Operate 10-key adding machine	76	77	75	70	89	68	70
34. Dust	76	62	86	79	73	79	55
35. Search for lost materials in files	75	71	84	74	74	64	49
36. Look over notes and memos for the day	75	79	87	71	74	50	40
37. Cut materials (scissors, paper cutter, etc.)	75	61	89	81	69	50	30
38. Transfer records to inactive files	74	63	85	73	81	48	44

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
39. Erase carbon copies	74	58	95	73	71	59	35
40. Compose correspondence	74	82	88	68	75	32	26
41. Erase original copies	74	59	94	74	73	57	24
42. Check on supplies (for reordering purposes)	74	82	83	70	76	61	20
43. Make notes for next day's work	73	77	90	65	76	46	35
44. Place telephone calls (long distance)	73	89	86	66	65	70	26
45. Open mail	73	76	86	72	69	34	25
46. Take mail to mail room or mail box	72	57	88	74	68	51	46
47. Hear complaints in office and over telephone	72	84	76	70	71	58	40
48. Change calendar daily	72	67	85	73	68	63	35
49. Assemble and staple duplicated materials	72	59	89	74	68	52	30
50. Type memorandums	72	59	97	68	71	44	20
51. Mark, attach, or enclose materials for outgoing mail	71	67	92	69	65	44	21
52. Operate copying machine (e.g., Xerox, Thermofax, Ozalid, etc.)	70	55	88	69	67	59	33
53. Meet callers	70	78	90	68	56	42	25
54. Read incoming mail	70	75	87	66	71	26	16
55. Type labels individually	69	49	90	71	60	64	42
56. Type final copy from rough-draft copy	69	46	98	66	65	35	26
57. Type and/or rule tabular material (tables, columns, rows of figures)	69	48	94	68	68	52	21
58. Give oral directions to other office workers	68	79	75	63	64	62	56
59. Use fractions	68	76	69	56	86	72	41
60. Revise files	68	67	82	67	66	41	29
61. File materials by name of person	68	68	71	72	69	57	26
62. Type cards (index cards, file cards, "address finder" cards, etc.)	68	49	91	70	60	39	16
63. Make introductions	67	74	86	62	56	42	35
64. Run errands	66	62	78	64	60	76	40

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
65. Sort mail (for different persons)	65	60	82	67	57	34	21
66. Order supplies of various kinds for the office (from suppliers or central supply department)	65	82	76	58	63	41	20
67. File materials by topic or subject	65	50	83	67	60	42	16
68. Use <u>company</u> manuals	64	62	75	66	55	50	41
69. Type copy from unarranged copy	64	47	91	62	60	32	24
70. Forward or distribute mail	64	57	88	62	55	49	16
71. Send out notices of any type	63	62	84	58	56	37	20
72. Use <u>office</u> manuals	62	63	74	61	48	58	56
73. Make recommendations for improvements of office procedures, routines, etc.	62	82	76	53	55	41	40
74. Operate paper punch	62	47	77	61	64	53	33
75. Type manuscripts and/or reports	62	48	92	56	59	39	10
76. Type fill-ins on duplicated letters or bulletins (form letters, etc.)	62	42	86	65	55	38	10
77. Compare copy (one copy with another copy)	61	58	79	56	56	48	40
78. Handle classified or confidential files	61	68	79	51	57	38	34
79. Keep card indexes of various kinds	61	58	76	63	49	33	29
80. File materials by number	60	39	63	65	63	46	70
81. Operate paper cutter	60	45	75	61	55	61	38
82. Compose copy at the typewriter	60	46	89	55	56	21	16
83. Protect valuable and confidential materials	60	74	80	50	60	19	15
84. Keep desks equipped with office supplies (sharpened pencils, ink in pens, etc.)	58	48	78	56	52	43	30
85. Dispose of records	57	57	69	56	52	36	35
86. Use U.S. Zip Code Directory	56	48	63	63	46	46	58
87. Confer with employer on policy, procedures, etc.	56	67	70	52	51	23	25
88. Stamp envelopes (manually)	56	61	59	55	58	41	21
89. Compile periodic reports	56	66	68	45	64	33	5

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
90. Change dates on rubber stamps or time stamp machine daily	55	45	54	64	53	52	35
91. Pick up mail (leave desk to obtain)	55	55	68	53	51	53	16
92. Get information from various departments needed for correspondence	55	58	73	53	46	26	10
93. Instruct new employees (work procedures, job orientation, etc.)	54	76	57	50	43	59	45
94. Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	54	60	73	46	53	19	5
95. Give directions for work to be done (as a co-worker or supervisor)	53	82	56	45	45	42	55
96. Convert fractions to decimals	53	62	51	40	74	57	31
97. File materials by date	53	32	62	59	49	53	21
98. Select and/or order filing equipment and supplies	53	67	67	45	53	12	16
99. Keep employer reminded of engagements, dates, things to do, etc.	53	44	78	46	48	29	15
100. Control and manage filing system	53	59	69	47	53	15	14
101. Make cut requisitions	52	57	64	50	46	33	10
102. Sign for Registered Mail	52	68	60	47	52	19	10
103. Use city directory	51	49	57	54	39	63	23
104. Compose business reports of any kind	50	66	51	39	63	39	25
105. Coordinate with other personnel on various matters for employer	50	55	76	41	40	29	25
106. Handle cross references	50	42	60	54	42	40	15
107. Distribute supplies	50	59	65	49	38	26	15
108. Select or order proper typewriting paper and carbon paper	50	56	69	45	45	20	5
109. Sort mail (in priority order)	50	43	71	50	40	19	0
110. Count items	49	54	45	55	43	44	25
111. Compose written directions to other office workers	49	67	60	39	44	43	25
112. Keep tickler or follow-up files of various kinds	49	51	65	52	35	19	10

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkps./Accts.	Bus. Mech. Op.	Data Proc.
113. Inspect material received for completeness, damages, etc.	49	69	56	48	42	15	10
114. Screen employer's calls	49	45	71	45	36	44	5
115. Prepare or obtain coffee or refreshments for employer or his guests	48	38	66	47	39	28	35
116. Make corrections with Tip OK, Korrectype, etc. (requires no erasing)	48	34	72	45	36	38	21
117. Read outgoing mail to check up on information, etc.	48	61	70	40	35	23	5
118. Work with records of time and time cards	47	60	49	34	61	26	50
119. Collect money from office employees for various purposes	47	44	62	44	37	62	25
120. Convert decimals to fractions	47	57	45	32	69	57	21
121. Use other reference books or manuals	47	55	64	44	36	25	16
122. Clean and oil typewriter	47	40	58	52	41	29	10
123. Compute percentage problems	46	58	43	31	70	42	35
124. Wrap and tie packages	46	50	55	50	33	12	21
125. Make notes on incoming mail which superior should see	46	55	62	36	47	15	16
126. Type in outline form	45	33	77	39	31	16	21
127. Keep books and/or ledger for any purpose	45	47	35	37	75	46	20
128. Make engagements and appointments for employer	45	44	73	37	32	21	5
129. Receive telegrams and/or cablegrams	45	60	58	39	37	18	5
130. Sign boss's mail (his signature)	45	46	71	37	35	22	0
131. Attach pertinent correspondence to incoming mail for superior to refresh his memory	45	49	70	35	41	12	0
132. Plan work for others	44	76	43	36	37	31	45
133. Make journal entries (any type of journal)	44	52	33	37	70	44	25

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
134. Make change	44	56	40	43	52	29	10
135. Take mail to post office	43	54	45	39	51	15	16
136. Follow up released materials	43	47	60	39	36	31	10
137. "Screen" visitors or people who want to see your employer	43	45	63	43	31	15	5
138. Check bills and/or invoices (verify extensions, etc.)	42	67	30	28	69	42	20
139. Use maps	42	53	51	42	32	22	5
140. Get rid of cranks, beggars, and other undesirables	41	53	48	38	37	12	30
141. Check out materials from files to employees	41	36	60	40	31	22	5
142. Gather data to fill out question- naires	41	55	52	31	45	11	5
143. Write receipts	41	55	34	38	52	41	0
144. Type postal cards	41	36	53	45	36	15	0
145. Have mail registered or certified	41	51	52	34	42	12	0
146. Check up on unfinished work of other employees	40	76	43	30	32	19	35
147. Stuff, bundle, sort, and/or label outgoing bulk mail	40	33	41	48	33	25	30
148. Type information on continuous roll tape (gummed back or self- sealing back)	40	25	58	37	39	31	26
149. Handle service calls on equipment	40	51	48	33	40	35	20
150. Calculate postal rates (parcel post, bulk, 1st class mail, etc.)	40	44	43	38	42	33	16
151. Post notices	40	47	54	39	31	11	15
152. Keep current files of invoices and purchase orders	40	55	34	33	55	23	10
153. Decide on priority of work for others	39	72	39	32	28	27	40
154. Operate calculator (Monroe, Marchant, etc.)	39	39	35	31	60	47	11
155. Check money orders, checks, etc.. as to amounts, dates, signatures	39	46	34	30	61	37	5

Task	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Expg./Acctg.	Bus. Mach. Op.	Data Proc.
156. Install filing system	39	47	51	34	37	16	0
157. Purchase postage	38	57	39	30	44	19	16
158. Make entries in special journals (Cash Receipts, Sales, Cash Payments, Purchases, etc.)	38	49	26	30	63	27	15
159. Take inventory	38	53	38	40	34	22	5
160. Operate intercom	37	33	48	35	31	19	33
161. Compute sales tax	37	44	27	29	61	39	26
162. Stamp incoming mail (as to date, time, etc.)	37	37	44	38	30	23	10
163. Get quotations on supplies (from supplier)	37	63	41	28	39	12	10
164. Make up mailing list	37	39	48	32	37	19	5
165. Dust employer's desk and keep employer's desk neat	37	24	64	31	33	7	5
166. Use secretarial handbook	37	19	75	33	20	4	5
167. Send telegrams and/or cablegrams	37	48	59	26	32	15	0
168. Deposit checks and/or cash in bank of cashier's office	36	53	28	26	59	19	5
169. Follow up on written notices for meetings by telephone	36	35	63	31	24	4	0
170. Keep office manual or instruction book for employees	35	38	55	27	27	7	30
171. Keep daily attendance of employees	35	48	67	24	38	7	15
172. Review unfinished business files	35	43	50	26	35	22	10
173. Revise mailing list	35	38	43	34	32	19	10
174. Route shipments of materials (within office, between depart- ments, etc.)	35	41	45	37	24	15	5
175. Use <u>technical</u> manuals	34	49	41	27	27	32	21
176. Assign file numbers	34	37	49	29	31	7	20
177. Prepare ruled business forms	34	28	45	29	43	12	6
178. Take orders for various goods or services (in person or by phone)	34	54	18	37	41	19	15
179. Write checks (for any purpose as a part of your job)	34	48	26	19	65	23	10

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Mkpg./Acctg.	Bus. Mach. Op.	Data Proc.
180. Check mailing list	34	35	44	32	30	22	5
181. Use newspapers	34	52	54	22	25	7	5
182. Check up on observance of various laws in connection with work	34	51	42	25	35	12	0
183. Type minutes or reports of meetings	34	26	72	24	21	0	0
184. Distribute work among other employees (in a supervisory capacity)	33	75	31	22	27	12	30
185. OK bills of any kind	33	66	26	20	49	27	10
186. Type and correct spirit masters (e.g. Ditto Masters, etc.)	33	19	57	32	19	16	10
187. Write shorthand (any system) <sup>b</sup>	32	16	84	16	15	8	0
188. Take dictation at the typewriter (type dictation as employer dictates)	32	23	65	23	19	16	0
189. Type on printed personnel forms	32	26	55	22	33	8	0
190. Clean and oil office equipment other than typewriter	31	30	35	29	32	29	25
191. Use U.S. Postal Manual (postage rates, types of mail, etc.)	31	36	32	33	25	22	20
192. Cash checks	31	45	26	23	46	19	5
193. Manage office	31	72	31	19	28	4	5
194. Type and correct stencils (mimeograph process)	31	17	47	32	28	12	0
195. Supervise other employees	30	74	26	21	27	4	25
196. Counteract false reports which spread in an organization	30	54	37	22	28	4	15
197. Arrange physical layout of office, pictures, furniture, draperies, etc.	30	57	36	21	24	19	10

<sup>b</sup>This item did not specifically appear in questionnaire. All percentage figures were extrapolated from original data.

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	<u>Composite</u>	<u>Supervisory</u>	<u>Sec./Steno.</u>	<u>Clerical</u>	<u>Bkpg./Accts.</u>	<u>Bus. Mach. Op.</u>	<u>Data Proc.</u>
198. Round up people for meetings	30	43	52	20	15	4	10
199. Type on printed purchase requisitions	30	27	49	28	22	8	5
200. Have mail insured	30	48	32	25	34	12	0
201. Make preparations for meetings	30	40	58	18	20	4	0
202. Type on printed checks	29	34	30	14	55	16	10
203. Type on printed purchase orders	29	35	38	22	30	16	10
204. Gather data for reports	29	38	44	19	24	16	10
205. Give checks to employer for signature	29	29	28	17	56	8	10
206. Place daily newspapers, magazines, etc., on employer's desk	29	27	49	24	20	11	5
207. Select or order furnishings for office	29	60	37	19	24	4	5
208. Maintain record of long distance calls	29	36	41	21	30	22	0
209. Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	29	47	39	23	19	16	0
210. Take dictation over the telephone	29	14	78	15	12	12	0
211. Use magazines	29	49	43	19	22	3	0
212. Weigh items	28	33	23	35	24	22	15
213. Keep calendar marked with appointments for employer at his desk	28	25	56	20	15	4	5
214. Act as cashier or teller	28	37	18	28	41	19	0
215. Prepare material for printer or publisher	28	36	46	20	17	12	0
216. Use ledger accounts with "balance" column (balance form)	27	35	16	14	62	23	15
217. Post (transfer) entries from journals to a ledger (group of accounts)	27	37	14	16	61	31	10
218. Maintain payroll register (all employees listed)	27	42	23	12	54	8	10
219. Compile one report from numerous small ones	27	26	44	19	22	20	5

**Per Cent of Total Respondents  
Performing Task Item**

<b><u>Task</u></b>	<b>Composite</b>	<b>Supervisory</b>	<b>Sec./Steno.</b>	<b>Clerical</b>	<b>Bkpg./Acctg.</b>	<b>Bus. Mach Op.</b>	<b>Date Proc.</b>
220. Make out accident reports for self or other workers	27	39	31	21	32	7	0
221. Transcribe (type) from shorthand cutlines	27	10	78	12	12	4	0
222. Apply for group insurance (as an employee)	26	28	24	26	28	19	15
223. Make arrangements for centralized dept. to duplicate materials	26	29	44	20	14	12	15
224. Compile statistical data	26	29	33	18	38	8	11
225. Compute trade and cash discount	26	48	11	16	47	23	10
226. Compute payrolls for employees	26	48	18	10	58	4	10
227. Anticipate needs of employer as to records, papers, etc., needed on trips, for interviews, etc.	26	30	50	19	16	0	5
228. Type on printed invoices	25	29	20	19	40	16	16
229. Assist in plans for entertainments, receptions, dinners, etc.	25	43	30	20	17	15	15
230. Work with subsidiary ledger (accounts receivable, accounts payable, etc.)	25	33	13	15	59	19	10
231. Make "General Journal" entries	25	33	17	13	57	23	5
232. Type on printed monthly statements	25	28	21	18	47	15	5
233. Operate spirit duplicator (e.g. Ditto)	25	19	41	23	16	12	5
234. Edit letters dictated by employer	25	19	58	14	16	4	5
235. Prove cash daily	25	36	17	21	41	19	0
236. Endorse checks	25	48	17	16	39	15	0
237. Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>	25	26	36	20	28	4	0
238. Keep records on maps or charts (sales records, etc.)	24	35	25	21	22	22	15
239. Type on printed payroll time sheets	24	24	30	15	37	12	5
240. Keep cash account	24	37	17	19	40	12	0
241. Type on printed telegrams	24	18	47	18	17	12	0

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Mfg./Accts.	Bus. Mach. Op.	Data Proc.
242. Make arrangements for centralized dept. to print materials	24	30	40	21	12	12	0
243. Take care of checkbook and stubs	24	46	20	9	48	8	0
244. Attend conventions, banquets, or meetings outside of company but relating to company business	24	55	19	20	22	4	0
245. Check personnel of committees (names, addresses, etc.)	24	29	44	18	13	4	0
246. Operate mailing meter (postage meter)	23	20	13	27	29	19	32
247. Compute interest charges	23	37	19	13	37	30	10
248. Purchase flowers, fruit, books, gifts, etc., for office	23	33	30	18	16	20	10
249. File materials by city, state, or region	23	19	23	29	16	19	5
250. Consult with attorney, tax-examiner, auditor, etc.	23	52	18	12	36	8	5
251. Distribute mailing list	23	22	34	21	16	8	5
252. Interview and/or recommend applicants for employment	23	61	21	14	20	0	5
253. Keep petty cash account	23	39	22	17	31	8	0
254. Reconcile bank statement	23	36	18	13	45	4	0
255. Send out invoices for payment due (on contract, etc.)	22	23	10	20	42	27	20
256. Maintain individual employee's earnings records	22	39	15	6	52	8	10
257. Type and correct offset masters (mats or multilith)	22	9	40	21	13	16	5
258. Use synonym books, thesaurus	22	19	41	17	13	12	5
259. Act as a guide to visitors	22	40	27	16	18	8	5
260. Calculate deductions (Income Tax, FICA, Insurance, etc.)	22	45	11	6	55	4	5
261. Obtain trip reservations and/or tickets for employer	22	18	47	14	12	0	5
262. Operate stencil duplicator (e.g. mimeograph)	22	15	31	21	25	11	0

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
263. Type financial budgets	22	18	39	15	26	8	0
264. Take care of bankbook	22	41	15	12	40	4	0
265. Type on printed vouchers	22	21	29	16	30	4	0
266. Type on printed receipts	22	26	30	17	24	4	0
267. Write shorthand from two or more dictators (but only one at a time)	22	8	64	10	5	4	0
268. Renew newspaper and magazine subscriptions	22	42	27	14	24	0	0
269. Arrange for disposal of wornout equipment	22	51	28	14	13	0	0
270. Figure extensions	21	29	11	15	39	31	10
271. Maintain price lists and make necessary changes	21	42	10	21	25	15	10
272. Operate full-bank adding machine	21	25	20	17	26	31	0
273. Make petty cash payments	21	34	18	15	39	12	0
274. Use atlas	21	28	29	18	18	12	0
275. Keep clipping file (newspapers, magazine articles, etc.)	21	20	30	17	6	7	0
276. Obtain mailing material from post office (certified & registered mail stickers, rate sheets, etc.)	21	29	22	21	22	4	0
277. Read legal rulings, current topics, books, etc.	21	33	30	14	18	4	0
278. Operate check writer protector	20	32	16	7	38	12	11
279. Reprimand employees	20	57	14	10	18	12	19
280. Trace mail	20	27	23	15	21	7	10
281. Write checks for payroll	20	37	9	7	59	4	10
282. Prepare signs, posters, or other graphic materials	20	31	26	17	14	4	10
283. Sell various goods or services	20	42	6	17	30	12	5
284. Use check register	20	37	10	8	49	8	5
285. Type Balance Sheets	20	16	20	15	38	4	0
286. Approve (OK) customers' checks, charge purchases, etc.	20	41	8	17	31	4	0
287. Use timetables (R.R., airlines, etc.)	20	32	36	12	12	0	0

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Msg./Accts.	Bus. Mach. Op.	Data Proc.
288. Transcribe (type) from recorded media--belt, disc, etc. (e.g., IBM Executory, Stenorette, Dictaphone, etc.) <sup>c</sup>	20	12	48	12	11	0	0
289. Make hotel reservations for employer	20	21	48	8	11	0	0
290. Prepare Worksheet	19	27	9	10	42	27	15
291. Serve on committees within company	19	27	25	14	13	19	15
292. Make out shipping instructions (outgoing shipments)	19	35	16	19	16	4	15
293. Investigate causes of trouble between employees	19	60	16	9	13	0	15
294. Total weekly or monthly sales	19	29	6	14	39	12	10
295. Make out monthly statements (for services rendered, goods sold, etc.)	19	27	12	13	35	15	5
296. Type on printed W-2 tax forms	19	27	15	7	45	4	5
297. Operate numbering machine	19	14	22	18	23	26	0
298. Count money to verify cash register returns	19	34	11	16	30	17	0
299. Operate 10-key printing calculator	19	25	17	12	34	16	0
300. Keep track of bad debts	19	41	9	11	36	8	0
301. Check printer's "proof copy"	19	36	28	13	14	8	0

<sup>c</sup>Additional extrapolated data for this item: COMPOSITE PROFILE--13% write shorthand and transcribe from recorded media; 7% transcribe from recorded media only. SUPERVISORY PROFILE--6% write shorthand and transcribe from recorded media; 6% transcribe from recorded media only. SECRETARIAL/STENOGRAPHY PROFILE--41% write shorthand and transcribe from recorded media; 7% transcribe from recorded media only. CLERICAL PROFILE--6% write shorthand and transcribe from recorded media; 6% transcribe from recorded media only. BOOKKEEPING/ACCOUNTING PROFILE--2% write shorthand and transcribe from recorded media; 9% transcribe from recorded media only. Respondents in the BUSINESS MACHINE OPERATOR and DATA PROCESSING profiles did not transcribe from recorded media in any form.

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
302. Scan newspapers, magazines, trade journals, etc., for employer marking items of interest to him	19	22	35	11	15	4	0
303. Prepare agenda for meetings	19	31	39	9	11	0	0
304. Operate transcribing machine (IBM Executary, Dictaphone, etc.)	19	11	45	13	10	0	0
305. Check tally sheets on various jobs	18	28	14	15	22	15	20
306. Type Legal Agreements	18	20	33	9	18	4	10
307. Keep in touch with legislative activity that bears on work	18	33	23	12	14	16	5
308. Help with campaigns of various kinds	18	34	27	11	9	12	5
309. Arrange lunch hours or vacations for employees	18	53	19	7	15	4	5
310. Approve requisitions made out by others	18	46	16	12	14	4	5
311. Type on printed credit memorandums	18	26	15	12	31	16	0
312. Make "Combined Journal" entries	18	27	9	7	48	15	0
313. Handle collection of outstanding debts (accounts receivable)	18	40	9	12	33	8	0
314. Revise stock list	18	28	16	18	17	7	0
315. Have legal papers recorded	18	35	23	11	18	4	0
316. Render policy decisions on questions asked by members of office force	18	44	18	13	15	0	0
317. Write letters of condolence and congratulation	18	26	38	8	11	0	0
318. Make entries directly to accounts if business does not use journals	17	22	9	12	34	23	10
319. Make arrangements for freight, express, etc.	17	33	15	14	15	7	10
320. Log incoming mail (in regular book)	17	18	21	19	15	4	5
321. Prepare sales slips	17	29	5	17	25	15	0
322. Type copy where all lines end <u>even</u> on the right margin (justifying)	17	15	20	20	17	8	0

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
323. Investigate references, personal or financial	17	35	14	11	23	4	0
324. Shop for employer	17	23	23	12	20	4	0
325. Arrange for and/or cancel newspaper or magazine advertising	17	35	23	11	14	0	0
326. Prepare a Trial Balance at end of month or fiscal period (prove equality in ledger)	16	20	6	8	40	23	10
327. Compute amount and percent of markup or loss	16	33	8	10	24	19	5
328. Record time clock data on payroll forms	16	22	11	6	36	15	5
329. Use franking-permit privileges (right to send free mail)	16	8	25	18	8	12	5
330. Maintain file of W-4 forms	16	27	8	3	46	0	5
331. Keep records pertaining to FICA tax (Social Security)	16	31	7	2	46	0	5
332. Type on printed tax returns	16	23	15	4	40	0	5
333. Clip and collect magazine articles, newspapers, etc., of interest	16	24	33	8	7	8	0
334. Make out withholding tax statements at end of year (W-2 forms)	16	28	8	5	43	4	0
335. Prepare vouchers for traveling expenses	16	27	26	8	16	4	0
336. Type Legal Acknowledgments	16	19	24	11	18	0	0
337. Make arrangements for guests and visitors (hotel, entertainment, etc.)	16	24	33	9	5	0	0
338. Operate mailing sealer	15	13	9	19	17	4	15
339. Record daily shipments	15	24	9	15	17	8	10
340. Send out Christmas cards for employer	15	17	20	10	18	8	5
341. Write suitable cards to accompany gifts, flowers, etc. sent by employer	15	23	22	9	12	4	5
342. Keep records pertaining to income taxes	15	27	7	3	40	0	5

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Mktg./Acctg.	Bus. Mach. Op.	Data Proc.
343. Sign checks	15	41	8	7	20	12	0
344. Edit reports, bulletins, etc.	15	23	26	8	10	12	0
345. Look up or check on financial ratings of customers or employees	15	24	9	10	30	8	0
346. Punctuate articles, manuscripts, etc.	15	8	35	10	10	4	0
347. Use proofreading symbols	15	10	26	14	8	4	0
348. Maintain incoming and outgoing correspondence register	15	10	27	15	7	4	0
349. Type Profit & Loss Statements	15	15	13	10	30	0	0
350. Acknowledge letters of condolence and congratulation	15	23	29	7	9	0	0
351. Acknowledge invitations	15	18	32	8	7	0	0
352. Prepare any other accounting data for transmittal to computer center	14	18	9	11	22	15	30
353. Prepare Balance Sheet	14	17	7	5	37	8	15
354. Prepare adjusting entries	14	22	6	5	35	23	10
355. Do you <u>service</u> office machines and equipment (minor repairing)?	14	13	14	14	16	8	10
356. Send out credit memos for goods returned, etc.	14	20	6	11	26	23	5
357. Act as hostess at company-sponsored teas, coffee hours, parties, etc.	14	21	17	11	12	8	5
358. Keep postage meter record	14	13	6	18	22	11	4
359. Age the accounts receivable	14	30	4	5	32	12	0
360. Figure inventory (value)	14	31	4	10	26	8	0
361. Make out reports for state and/or Federal Government pertaining to taxes	14	29	6	2	40	4	0
362. Type Legal insurance forms	14	11	22	11	15	4	0
363. Type Legal Affidavits	14	15	25	8	15	3	0
364. Type on printed credit inquiries	14	17	12	13	20	0	0
365. Get information from library	14	19	29	9	6	0	0
366. Chart data	13	17	16	8	17	4	11
367. Give oral presentations (reports, speeches, etc.)	13	39	2	9	11	0	10
368. Record inventory records in proper forms	13	27	7	9	22	8	5

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
369. Type on printed quotations	13	15	17	11	13	8	5
370. Help with decorations at meetings or conventions	13	13	17	12	11	4	5
371. Type Legal sales contracts	13	19	16	9	14	0	5
372. Revise catalogs	13	20	14	13	7	11	0
373. Use library card indexes	13	22	20	10	7	7	0
374. Issue permits for various things	13	24	16	10	8	4	0
375. Make lists of employees for income tax purposes (salaries, etc.)	13	27	6	3	36	0	0
376. Type on printed news releases	13	13	30	5	8	0	0
377. Type display or decorative type copy	13	10	30	9	7	0	0
378. Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	13	30	17	8	6	0	0
379. Write group proceedings and/or conferences in shorthand	13	9	43	2	1	0	0
380. Close ledger accounts	12	16	5	4	34	15	10
381. Prepare closing entries	12	20	5	4	32	12	10
382. Make arrangements for centralized department to bind materials	12	16	21	8	6	4	10
383. Compute insurance premiums (life, medical, retirement, etc.)	12	25	10	5	21	11	5
384. Decide charges on work done	12	30	5	8	16	8	5
385. Help organize office or company committees	12	23	16	8	7	8	5
386. Compute property and/or income taxes	12	26	8	5	23	3	5
387. Keep records pertaining to State Industrial Insurance	12	25	4	2	35	0	5
388. Work in connection with taxes other than the B&O, FUTA, FICA, Income taxes, State Unemployment, State Industrial, and sales tax and with other licenses, permits, reports, etc.	12	23	6	4	27	0	5

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
389. Purchase Christmas cards, valentines, birthday cards, etc., for employer	12	17	16	8	14	0	5
390. Send out invitations	12	11	23	8	8	0	5
391. Operate addressograph	12	14	9	13	15	19	0
392. Type on printed shipping orders	12	18	8	14	12	8	0
393. Keep records pertaining to sales tax	12	24	5	4	32	4	0
394. Keep records of sales exempt from tax	12	26	4	3	31	4	0
395. Use encyclopedia	12	16	18	8	13	4	0
396. Keep records pertaining to State Unemployments taxes	12	25	4	1	34	0	0
397. Keep stock of employer's personal stationery, cards, etc., on hand	12	14	12	9	8	0	0
398. Hire employees	12	45	7	7	8	0	0
399. Make out day's schedule for employer	12	18	23	9	5	0	0
400. Prepare reversing entries	11	17	5	3	27	8	15
401. Operate public-address system	11	13	12	11	8	7	11
402. Record daily sales in unit control forms	11	16	3	7	24	12	10
403. Make entries only in journal(s) if business uses only journal(s)--does not use any accounts as such	11	14	6	8	21	16	5
404. Rule ledger accounts	11	15	5	2	31	12	5
405. Post data on daily sales sheets by department or employee	11	21	3	8	22	4	5
406. Secure government permits of various kinds (buildings, tax, etc.)	11	26	9	4	20	0	5
407. Figure discount and maturity dates	11	18	4	4	25	27	0
408. Make decisions on discounts allowable	11	22	2	6	22	12	0
409. Work with reciprocals	11	22	4	6	22	8	0
410. Type on printed bills of sale	11	19	11	7	18	4	0

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
411. Type on printed promissory notes	11	15	16	5	13	4	0
412. Keep clipping books (of any type)	11	16	19	9	8	4	0
413. Arrange for printed programs	11	20	19	6	3	4	0
414. Compose legal papers	11	20	14	5	15	0	0
415. Type Legal Leases	11	12	18	6	13	0	0
416. Make contract for supplies, services, etc.	11	31	8	6	12	0	0
417. Give news, information, etc., to reporters	11	22	20	6	3	0	0
418. Make out itinerary or schedule for employer's trips	11	13	29	4	3	0	0
419. Work with city and/or county tax statements	10	22	4	3	22	8	10
420. Address a meeting of employees	10	30	7	6	6	4	10
421. Keep records pertaining to employees belonging to union	10	20	8	3	22	0	10
422. Use voucher register	10	13	7	5	22	8	5
423. Do work involving customs, tariff regulations, etc.	10	21	9	9	7	7	5
424. Prepare bids (for contract)	10	22	8	6	14	4	5
425. Give dictation to other office workers	10	33	13	3	6	4	5
426. Operate switchboard (PBX)	10	10	9	9	10	29	0
427. Operate cash register	10	17	2	11	12	15	0
428. Rule journals	10	15	6	2	28	4	0
429. Record cash register tapes	10	19	2	9	17	4	0
430. Keep records pertaining to FUTA Tax (Federal Unemployment tax)	10	22	4	2	29	0	0
431. Type Bank Reconciliations	10	13	8	6	24	0	0
432. Keep books which supply data for income tax for company, trust, etc.	10	21	4	3	24	0	0
433. Operate dictating machine	10	14	20	6	6	0	0
434. Compute dividends	9	14	5	4	18	12	5
435. Prepare Profit and Loss Statement (Income Statement)	9	18	3	3	25	0	5

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
436. Countersign checks	9	22	3	3	19	8	0
437. Assemble and/or interpret cost data	9	24	3	3	22	4	0
438. Collect notes	9	17	6	5	14	4	0
439. Make up budgets	9	27	9	1	12	4	0
440. Figure cost of telegrams, long distance calls, night and day letters, etc.	9	17	9	5	12	3	0
441. Keep records pertaining to B&O Tax	9	19	3	1	24	0	0
442. Record stock count information in proper book (merchandise control)	9	20	4	6	14	0	0
443. Act for your employer on committees	9	23	8	5	9	0	0
444. Prepare and keep up abstract book or file folder with excerpts and reprints of speeches, hints for speeches, data figures, illustrations, etc.	9	11	22	4	3	0	0
445. Take care of publicity items	9	22	18	2	3	0	0
446. Operate electric stapler	8	5	8	9	4	12	11
447. Work with accruals	8	12	2	3	21	8	5
448. Keep record of interest-due dates	8	17	3	3	20	4	5
449. Keep sales performance records	8	17	4	5	13	0	5
450. Travel to make investigations of various kinds	8	33	3	2	7	0	5
451. Administer employment tests	8	20	9	4	5	0	5
452. Operate bookkeeping machine	8	7	3	2	20	41	0
453. Keep wage and cost comparisons	8	18	2	2	19	4	0
454. Write shorthand from only one dictator <sup>b</sup>	8	5	16	4	9	4	0

<sup>b</sup>This item did not specifically appear in questionnaire. All percentage figures were extrapolated from original data.

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
455. Arrange for insurance policies	8	21	8	2	13	4	0
456. Keep wage and sales comparison records	8	17	2	2	20	0	0
457. Systematize and record items deductible from income tax	8	20	4	2	17	0	0
458. Make lists of contents of office safe and/or safe deposit box and keep it up to date	8	17	9	5	11	0	0
459. Responsible for notes, renewals, drafts, etc.	8	15	9	3	11	0	0
460. Recall mail from post office	8	11	8	7	9	0	0
461. Make arrangements for repairs on employer's personal property (car, etc.)	8	12	10	5	8	0	0
462. Use hotel reference books	8	11	15	5	7	0	0
463. Discharge employees	8	33	5	3	7	0	0
464. Conduct meetings	8	35	2	4	5	0	0
465. Operate tape recorder	8	13	14	7	4	0	0
466. Summarize articles, reports, lectures, etc.	8	20	13	5	3	0	0
467. Operate key punch	7	6	1	6	5	0	95
468. Prepare Post-Closing Trial Balance	7	11	2	1	22	4	15
469. Compute foreign monies figures	7	9	5	5	12	8	0
470. Operate teletype	7	5	11	7	4	8	0
471. Use almanac	7	14	8	6	6	4	0
472. Type real estate papers	7	10	16	2	6	4	0
473. Act as notary public	7	17	9	2	6	4	0
474. Operate illuminated drawing board (e.g. Mineoscope)	7	4	13	6	7	3	0
475. Compute depreciation	7	15	3	3	17	0	0
476. Interpret financial figures into a simpler statement	7	16	5	1	14	0	0
477. Make out household and/or personal checks for employer	7	16	8	3	11	0	0
478. Secure signers for petitions of various kinds	7	12	8	4	8	0	0

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
479. Keep record of territory assigned salesmen	7	11	9	5	7	0	0
480. Teach training class of employees	7	24	3	4	7	0	0
481. Prepare audio-visual materials (transparencies, tape recordings, etc.)	7	17	10	4	3	0	0
482. Operate automatic collator	6	4	7	7	2	4	27
483. Dress windows (window displays)	6	12	2	6	6	12	5
484. Determine ratios other than current and acid-test	6	15	3	3	10	4	5
485. Figure insurance rates	6	11	3	1	14	8	0
486. Operate key-driven machine (e.g. Comptometer)	6	2	8	7	6	8	0
487. Operate microfilm reader	6	7	6	6	4	8	0
488. Figure premiums (insurance, etc.)	6	9	5	2	12	4	0
489. Use microfilming equipment	6	10	4	8	5	4	0
490. Write advertisements of various kinds (circular letters, bulletins, newspaper advertising, etc.)	6	16	9	2	4	4	0
491. Edit manuscripts	6	11	11	1	4	4	0
492. OK monthly group insurance bills	6	18	1	1	17	0	0
493. Establish depreciation schedules for equipment	6	13	2	1	16	0	0
494. Make financial graphs	6	15	6	2	11	0	0
495. Take care of employer's personal insurance (car, life, etc.)	6	13	6	1	10	0	0
496. Obtain credit cards for employer	6	12	6	4	9	0	0
497. Type powers of attorney	6	8	12	2	8	0	0
498. Type Legal mortgages	6	9	9	2	8	0	0
499. Type on printed sales quotas and graphs	6	7	7	5	7	0	0
500. Arrange with bank for funds to be wired or cabled	6	16	6	2	6	0	0
501. Keep list of credit card numbers	6	10	9	4	5	0	0

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Mkpg./Acctg.	Bus. Mach. Op.	Data Proc.
502. Keep employer photographs and biographical information for publicity	6	6	16	3	3	0	0
503. Operate Sorter	5	3	1	4	3	8	74
504. Operate folding machine	5	2	6	6	4	4	11
505. Type insurance policies	5	6	4	3	8	4	0
506. Operate automatic letter opener	5	7	2	8	5	4	0
507. Operate offset duplicator (e.g. multilith)	5	2	10	5	4	4	0
508. Type Deeds	5	7	10	3	4	4	0
509. Operate billing machine	5	5	2	6	8	3	0
510. Type incorporation papers	5	7	8	2	7	3	0
511. Prepare salesman's commission statements	5	11	1	3	10	0	0
512. Oversee workmen (carpenters, electricians, etc.)	5	17	3	3	6	0	0
513. Operate facsimile machine (e.g. Deskfax)	5	7	7	5	4	0	0
514. Conduct "Exit" interviews	5	15	6	2	3	0	0
515. Trace maps	5	7	8	5	2	0	0
516. Write copy for newspapers, magazines, etc.	5	11	9	3	2	0	0
517. Prepare pamphlets and catalogs	5	12	10	3	1	0	0
518. Operate tabulating machine	4	1	2	5	3	4	34
519. Prepare Capital Statement	4	9	2	0	12	0	5
520. Operate electronic calculator	4	2	0	5	7	9	0
521. Operate microfilm recorder	4	5	2	3	6	8	0
522. Work on quarterly or annual dividends	4	4	4	0	9	4	0
523. Convert figures to metric system	4	11	2	2	8	4	0
524. Get letters of credit from banks	4	10	3	1	6	4	0
525. Operate Microfilm Reproducer	4	3	4	6	3	4	0
526. Operate check signing machine	4	4	3	2	10	0	0
527. Determine current ratio	4	10	2	0	9	0	0
528. Keep lists of employer's personal property up to date	4	11	3	1	7	0	0

<u>Task</u>	<u>Per Cent of Total Respondents Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
529. Type Proxies	4	5	8	0	7	0	0
530. Operate photographic camera	4	9	3	2	6	0	0
531. File materials by sound (Soundex, etc.)	4	6	5	4	4	0	0
532. Make list of personal stocks, notes, collateral, etc., (employer's)	4	9	4	3	4	0	0
533. Collect stamps for employer, domestic or foreign	4	3	5	4	3	0	0
534. Prepare posters for advertising	4	8	4	4	3	0	0
535. Operate film, filmstrip, or slide projector	4	14	1	4	3	0	0
536. Use Reader's Guide to Periodical Literature	4	9	4	3	3	0	0
537. Select and/or invite speakers	4	16	4	0	3	0	0
538. Transcribe (type) from shorthand machine tape (e.g., Stenograph)	4	1	9	4	2	0	0
539. Keep scrap books of various items for newspapers or magazines	4	10	8	2	2	0	0
540. Help plan advertising campaigns	4	14	2	2	2	0	0
541. Obtain information and papers for foreign travel for employer	4	7	10	2	1	0	0
542. Arrange itineraries for speakers, salesmen, etc.	4	8	8	1	1	0	0
543. Apply for passports or visas for employer	4	7	9	1	0	0	0
544. Operate Card Verifier	3	2	0	2	2	0	71
545. Operate burster machine	3	2	0	2	3	0	43
546. Operate computer	3	2	1	1	4	4	27
547. De-code telegrams and/or cablegrams	3	4	4	3	2	8	0
548. Operate embossing machine (Grapho- type)	3	1	3	4	3	4	0
549. Code telegrams and/or cablegrams	3	6	3	4	2	4	0
550. Operate elevator (not self-service)	3	3	3	2	3	3	0
551. Prepare income tax return for company, trust, etc.	3	6	1	0	8	0	0
552. Issue dividend checks	3	9	2	0	7	0	0

Per Cent of Total Respondents  
Performing Task Item

<u>Task</u>	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Acctg.	Bus. Mach. Op.	Data Proc.
553. Check and mail stock certificates	3	7	5	1	5	0	0
554. Use insurance register	3	8	1	1	5	0	0
555. Prepare personal income tax return (for your employer)	3	4	2	1	4	0	0
556. Operate change-making machine	3	7	1	4	3	0	0
557. Purchase traveler's checks for employer	3	7	5	1	3	0	0
558. Operate typing machine	3	3	2	5	2	0	0
559. Gather news for various papers, magazines, etc.	3	8	6	1	2	0	0
560. Type Litigation papers	3	3	9	0	2	0	0
561. Secure quotations from brokers	3	12	2	0	2	0	0
562. Make list of securities (for business)	3	11	2	0	2	0	0
563. Use motorized filing equipment	3	6	2	5	1	0	0
564. Type wills and probate papers	3	4	7	0	0	0	0
565. Operate gang punch	2	1	1	1	1	0	27
566. Operate de-collator	2	1	1	1	2	0	16
567. Prepare key-punched customer credit record of charges and payments for transmittal to computer center	2	2	0	1	1	8	15
568. Operate paper shredder	2	3	1	2	3	4	0
569. Operate accounting equipment	2	5	1	1	3	4	0
570. Keep file of maturity dates of securities	2	8	1	0	3	4	0
571. Operate laminating machine	2	1	3	1	1	4	0
572. Operate automatic typewriter (Autotypist, Robotype, IBM Magnetic tape machine, etc.)	2	1	2	3	0	4	0
573. Purchase foreign exchange	2	3	3	1	0	4	0
574. Make dividend lists	2	5	1	0	5	0	0
575. Arrange for payment of dividends	2	4	1	0	5	0	0
576. Use magnetic filing equipment	2	2	1	2	3	0	0
577. Make up weedy statement of over- drawn bank accounts	2	5	1	0	3	0	0

<u>Task</u>	<u>Per Cent of Total Respondents</u> <u>Performing Task Item</u>						
	Composite	Supervisory	Sec./Steno.	Clerical	Bkpg./Accts.	Bus. Mach. Op.	Data Proc.
578. Operate binding machine	2	2	3	3	2	0	0
579. Operate motorized filing equipment	2	3	1	3	2	0	0
580. Make tracings for blueprints	2	3	2	2	2	0	0
581. Edit magazine or paper (house organ, trade magazine, etc.)	2	3	1	1	2	0	0
582. Compile bibliographies	2	3	3	0	2	0	0
583. Determine acid-test ratio	2	6	1	0	2	0	0
584. Keep personal diary for employer	2	2	4	2	1	0	0
585. Operate overhead projector	2	7	0	2	1	0	0
586. Buy stocks	2	9	1	0	1	0	0
587. Operate Flexowriter	1	0	1	1	1	0	6
588. Operate Vari-typer	1	1	1	2	1	4	0
589. Assist with laboratory work	1	3	0	1	1	4	0
590. Make blueprints	1	3	0	0	3	0	0
591. Operate Cerlox machine	1	2	1	1	2	0	0
592. Prepare cash register stock control tapes for transmittal to computer center	1	2	0	0	2	0	0
593. Operate inserter (stuffing machine)	1	0	1	2	1	0	0
594. Operate shorthand machine (e.g., Stenograph)	1	1	1	1	1	0	0
595. Operate Justowriter	1	0	1	1	1	0	0
596. Translate letters, articles, etc., from foreign languages into English	1	2	1	1	0	0	0
597. Sell stocks	1	9	1	0	0	0	0
598. Translate letters, articles, etc., from English into foreign language	0	0	0	0	0	0	0
599. Operate Scanner	0	0	0	0	0	0	0

Appendix P

TASKS PERFORMED BY 20 PERCENT OR MORE OF THE RESPONDENTS  
(BY JOB CLASSIFICATION)

Task Category	Total Nr of Tasks in Category	Composite (overall) N*	Super- visory N	Sec/Steno N	Clerical N	Bkkg N	Bus Mach Operator N	Data Processing M
Typewriting	67	39	37	47	31	41	18	14
Business Machines	68	14	13	15	12	15	12	17
Taking Dictation and Transcribing	8	5	0	6	0	0	0	0
Mailing	36	32	32	34	31	32	15	11
Filing	28	23	22	23	23	21	16	13
Telephoning and Communications	25	15	21	16	15	14	12	10
Clerical	64	45	56	51	38	41	25	17
Securing Data	21	16	15	17	12	13	10	8
Mathematics	20	13	17	11	11	17	13	11
Financial and Record-keeping	144	37	83	17	14	90	19	5
Editorial	29	7	13	14	3	2	1	0
Meeting and Working with People	55	33	50	32	27	30	17	19
Miscellaneous	33	12	17	22	9	11	8	6

\*N = Number of tasks performed by 20 percent or more of the respondents in a given job classification.

MEETING AND WORKING WITH PEOPLE:

YES	NO	
---	---	Make engagements and appointments for employer
---	---	Keep employer reminded of engagements, dates, things to do, etc.
---	---	Follow up on written notices for meetings by telephone
---	---	Coordinate with other personnel on various matters for employer
---	---	Administer employment tests
---	---	Interview and/or recommend applicants for employment
---	---	Hire employees
---	---	Instruct new employees (work procedures, job orientation, etc.)
---	---	Teach training class of employees
---	---	Reprimand employees
---	---	Discharge employees
---	---	Conduct "Exit" interviews
---	---	Address a meeting of employees
---	---	Plan work for one's self
---	---	Plan work for others
---	---	Decide on priority of work for self
---	---	Decide on priority of work for others
---	---	Distribute work among other employees (in a supervisory capacity)
---	---	Supervise other employees
---	---	Investigate causes of trouble between employees
---	---	Check up on unfinished work of other employees
---	---	Give directions for work to be done (as a co-worker or supervisor)
---	---	Arrange lunch hours or vacations for employees
---	---	Oversee workmen (carpenters, electricians, etc.)
---	---	Serve on committees within company
---	---	Act for your employer on committees
---	---	Round up people for meetings
---	---	Help with campaigns of various kinds
---	---	Help organize office or company committees
---	---	Render policy decisions on questions asked by members of office force
---	---	Counteract false reports which spread in an organization
---	---	Meet callers
---	---	Direct people to proper office or department
---	---	Get rid of cranks, beggars, and other undesirables
---	---	"Screen" visitors or people who want to see your employer
---	---	Make introductions
---	---	Hear complaints in office and over telephone
---	---	Give information in response to verbal inquiries
---	---	Handle service calls on equipment

**MEETING AND WORKING WITH PEOPLE continued**

YES	NO	
___	___	Manage office
___	___	Approve (OK) customers' checks, charge purchases, etc.
___	___	Attend conventions, banquets, or meetings outside of company but relating to company business
___	___	Act as hostess at company-sponsored teas, coffee hours, parties, etc.
___	___	Assist in plans for entertainments, receptions, dinners, etc.
___	___	Consult with attorney, tax-examiner, auditor, etc.
___	___	Travel to make investigations of various kinds
___	___	Secure signers for petitions of various kinds
___	___	Confer with employer on policy procedures, etc.
___	___	Make recommendations for improvements of office procedures, routines, etc.
___	___	Investigate references, personal or financial
___	___	Issue permits for various things
___	___	Select and/or invite speakers
___	___	Arrange itineraries for speakers, salesmen, etc.
___	___	Make arrangements for guests and visitors (hotel, entertainment, etc.)
___	___	Act as a guide to visitors

In the space below, list other tasks you perform in meeting and handling people that are not listed above:

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**MISCELLANEOUS:**

YES	NO	
___	___	Dust
___	___	Clean and oil typewriter
___	___	Clean and oil other office equipment
___	___	Straighten up office
___	___	Select or order furnishings for office
___	___	Arrange physical layout of office, pictures, furniture, draperies, etc.
___	___	Arrange for disposal of wornout equipment
___	___	Dress windows (window displays)
___	___	Purchase flowers, fruit, books, gifts, etc., for office
___	___	Prepare or obtain coffee or refreshments for employer or his guests
___	___	Keep personal diary for employer
___	___	Keep employer photographs and biographical information for publicity

**MISCELLANEOUS continued**

YES NO

- |   |   |  |
|---|---|--|
| — | — | Keep stock of employer's personal stationery, cards, etc., on hand   |
| — | — | Purchase Christmas cards, valentines, birthday cards, etc., for employer   |
| — | — | Send out Christmas cards for employer  |
| — | — | Advise employer of illnesses, deaths, births, weddings, etc., of <u>friends</u>  |
| — | — | Write letters of condolence and congratulation   |
| — | — | Acknowledge letters of condolence and congratulation   |
| — | — | Write suitable cards to accompany gifts, flowers, etc., sent by employer   |
| — | — | Send out invitations   |
| — | — | Acknowledge invitations  |
| — | — | Help with decorations at meetings or conventions   |
| — | — | Collect money from office employees for various purposes   |
| — | — | Run errands  |
| — | — | Shop for employer  |
| — | — | Make arrangements for repairs on employer's personal property (car, etc.)  |
| — | — | Prepare and keep up abstract book or file folder with excerpts and reprints of speeches, hints for speeches, data figures, illustrations, etc. |
| — | — | Collect stamps for employer, domestic or foreign   |
| — | — | Assist with laboratory work  |
| — | — | Make tracings for blueprints   |
| — | — | Make blueprints  |
| — | — | Trace maps   |
| — | — | Keep in touch with legislative activity that bears on work   |

In the space below, list other miscellaneous tasks you perform on the job but that are not listed above:

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Your help is sincerely appreciated!



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RETRIEVAL TERMS	
Office occupations	Task clusters
Business and office education	Occupational clusters
Curriculum planning	Population identification
Secondary education	Sample technique
Postsecondary education	Questionnaire
Job analysis	

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ABSTRACT

The purpose of this study was to identify clusters of tasks performed by a comprehensive sample of office employees working in 5 office-size categories in 12 Standard Industrial Classifications. This study is a first step in identification of capabilities required for modern office work; it, and related studies, provides a partial base for design of educational programs most likely to maximize career-long occupational opportunity, competency, and choice for youth entering office occupations. A total of 767 validated questionnaires was distributed to a proportional, stratified sample of 295 private enterprise firms and 28 governmental agencies. Total returns were 86.4 per cent--80.3 per cent in the private enterprise sector and 96.8 per cent in the governmental sector. Findings: (1) 599 office tasks have been clustered within 13 major task categories--typewriting, office machines and equipment, dictation and transcribing, mailing, filing, telephoning and communicating, clerical, securing data, mathematics, financial and recordkeeping, editorial, meeting and working with people, and miscellaneous--to provide rank lists of Composite Clusters of Tasks performed by office employees; (2) clusters of tasks have similarly been prepared for six broad occupational clusters: supervision, secretarial-stenographic, clerical, bookkeeping-accounting, business machines operators, and data processing; and (3) analysis of data suggests that the acquisition of performance skills represents only a portion of the office worker's function and that teaching objectives, learning experiences, and evaluation can profitably be organized within the framework of the cognitive, affective, and psychomotor domains.