

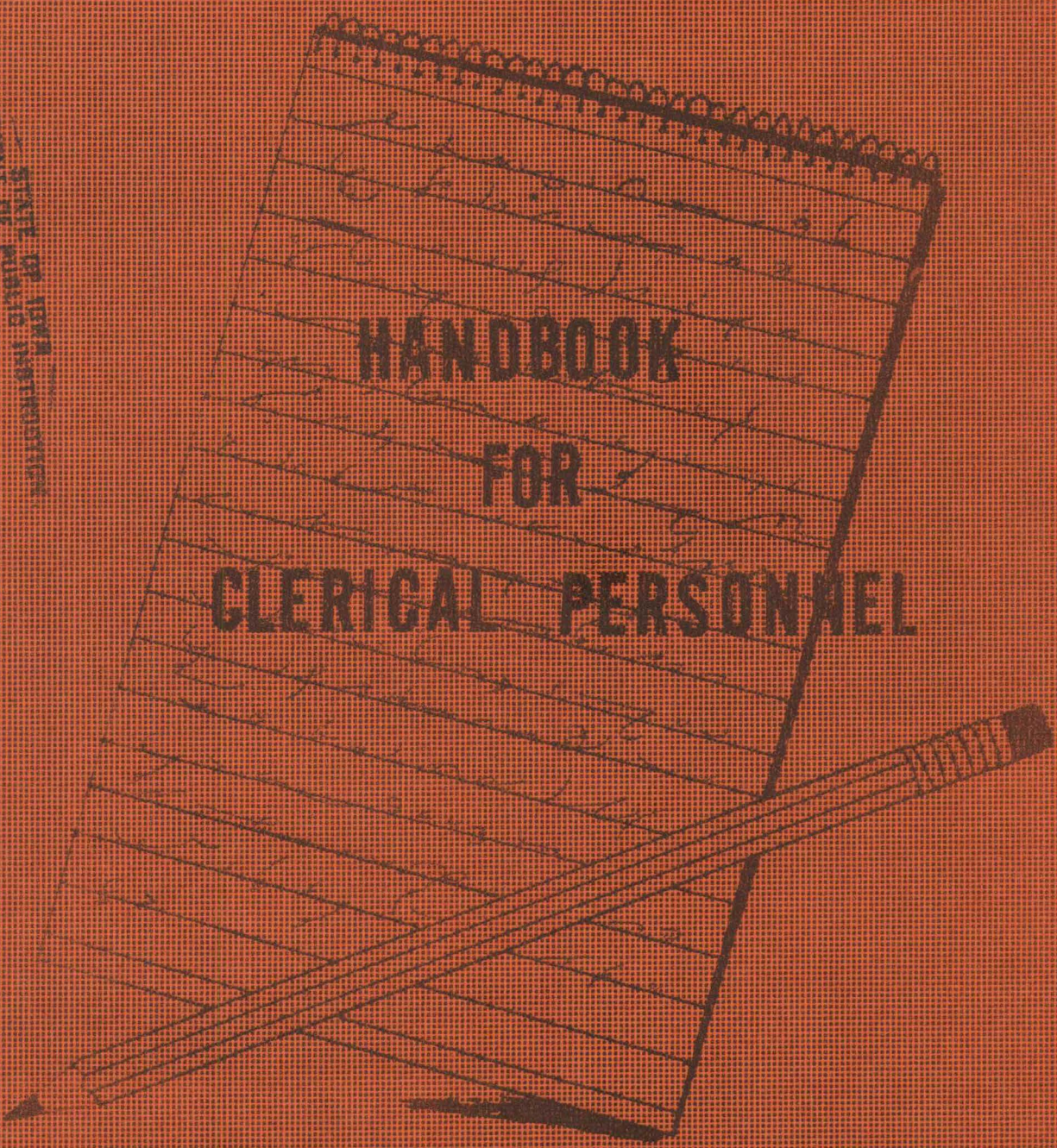
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STATE OF IOWA
DEPARTMENT OF PUBLIC INSTRUCTION



**HANDBOOK
FOR
CLERICAL PERSONNEL**

Issued by

DEPARTMENT OF PUBLIC INSTRUCTION

3-382

State of Iowa
DEPARTMENT OF PUBLIC INSTRUCTION
Des Moines 19

*See Appendix
for new
State Board*

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DEPARTMENT OF PUBLIC INSTRUCTION

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PAUL F. JOHNSTON, Superintendent of Public Instruction and
Executive Officer of State Board of Public
Instruction
W. DALE CHISMORE, Assistant Superintendent - Instruction
W. T. EDGREN, Assistant Superintendent - Administration

Prepared by:

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State of Iowa
Department of Public Instruction

STATE OFFICE BUILDING

Des Moines 19

W. T. EDGREN
ASSISTANT SUPERINTENDENT
ADMINISTRATION

PAUL F. JOHNSTON
SUPERINTENDENT

W. DALE CHISMORE
ASSISTANT SUPERINTENDENT
INSTRUCTION

January 18, 1962

Dear Fellow Worker:

This manual has been prepared particularly for you, to welcome you as a member of our staff and to help you understand your responsibilities as a member of our organization.

The Department of Public Instruction is primarily a service organization which attempts to furnish leadership in improving educational opportunities for the children of our state. Your contribution to our Department is most important, regardless of how large or small it may appear to you in relation to our program.

The member of our professional staff to whom you are assigned will rely upon you for accurate and dependable service. Only as all of us work to the maximum of our capabilities can we render the best service to the people of Iowa.

We surely hope that you will enjoy your work as a member of our staff. We trust that you will feel free to call upon any of us if we can help you in your assignment.

Sincerely yours,



PAUL F. JOHNSTON
State Superintendent of Public Instruction

PFJ/dmv

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Chapter I

ORGANIZATION OF DEPARTMENT (PURPOSE, FUNCTIONS, PERSONNEL)

The State Department of Public Instruction is primarily a state service agency. Consultative services regarding educational problems are available without charge to public schools and lay people upon request. Its functions or duties have been established by action of the General Assembly.

The statute establishing a Department of Public Instruction, under the direction of a State Board, was enacted by the Fifty-fifth General Assembly. The law provides for the election of members of the State Board and prescribes their powers and duties. Eight members are elected from districts which shall be coterminous with the eight congressional districts as they existed on January 1, 1953, plus one board member who is appointed by the Governor and confirmed by the Senate. The term of each is for six years.

The State Board of Public Instruction is a policy-making body comprised of lay people. The State Board has the same relationship to the public schools of the State of Iowa as a county board of education has to a county school system and a local board of education has to a local school district.

The law provides for the appointment of a Superintendent of Public Instruction, Assistant Superintendents, and such other staff members and employees as necessary. The powers and duties of the superintendents and staff members are also prescribed by law.

The State Superintendent has responsibility for the over-all coordination of the work of the Department.

The Assistant Superintendent for Administration and Assistant Superintendent for Instruction are responsible to the State Superintendent. Each of these two areas comprises a number of divisions which are responsible to the State Superintendent through the appropriate Assistant Superintendent.

The Division of Vocational Rehabilitation is directly responsible to the State Superintendent. The Division of Instructional Research and Publications is responsible to the State Superintendent and the two Assistant Superintendents.

The Department of Public Instruction is organized as follows:

State Superintendent
Vocational Rehabilitation
Instructional Research and Publications

Administration
Administration and Finance
Data Processing
School Lunch
Surplus Property
Transportation
Veterans' Education

Instruction
Advanced Education and Instructional Services
Special Education
Supervision
Vocational Education

The purposes of the Division of Vocational Rehabilitation are to assist disabled adults to become prepared for, and placed in suitable employment. Rehabilitation services are available on the basis of individual needs and include: complete medical diagnosis, vocational guidance and planning, medical, surgical and psychiatric services, prosthetic devices, e. g., artificial limbs, braces, hearing aids; training for the right job with maintenance and transportation if necessary; occupational tools and equipment required for a selected job; and, finally, placement on a job. Offices are located in Cedar Rapids, Council Bluffs, Davenport, Des Moines, Fort Dodge, Iowa City, Oakdale, Ottumwa, Sioux City, and Waterloo.

The Division of Instructional Research and Publications has the responsibility to make available school facts and studies necessary in evaluating the effectiveness of the educational system of Iowa and in determining the methods for improving it; to coordinate the research activities of all agencies and individuals concerned with research; to keep a central file on research information so that research findings can be more widely disseminated; to publish the Educational Bulletin, the Iowa Educational Directory and the biennial report; and to issue press releases.

The Division of Administration and Finance is a service division in the fields of administration and finance, school district reorganization, school plant facilities, and distribution of state aids. This Division reviews the annual budgets and provides and supervises the uniform accounting system for Iowa school districts. Consultative services are provided to local school boards and administrators. It is also responsible for the internal office accounting of the Department of Public Instruction pertaining to personnel and finances.

The State Department of Public Instruction operates a school lunch program under an agreement with the U. S. Department of Agriculture. The State Department has a similar agreement with each school approved for participation in the school lunch program. The Division of School Lunch issues a bulletin containing recommended menus for the month. Consultative service is available to boards of education, P. T. A. 's and other interested groups. This division acts as the state agency for distribution of U. S. Department of Agriculture donated commodities to eligible school districts.

The Division of Surplus Property acquires and distributes government surplus property to schools, hospitals and civil defense units. A central warehouse is maintained at the State Fairgrounds. Authorized representatives may inspect the property, make selections and pick up needed property. Warehouse hours are from 8:00 a. m. to 4:30 p. m.

The Division of Transportation is responsible for the supervision of school transportation in the state, and personnel of the division are available for consultation and assistance with local transportation problems. All vehicles used as school buses are inspected annually by the division personnel and the Iowa Highway Safety Patrol. Schools of instruction for school bus drivers are provided when needed or requested. This division is also responsible for processing school district applications for state transportation aid.

The Division of Veterans' Education and Training serves as the Iowa State Approval Agency for the veterans' training program under the provisions of Chapters 33 and 35, Title 38, U. S. Code. A veteran cannot be enrolled for educational and training allowance benefits with the Veterans' Administration unless the course of training has been approved by this division.

The work of this division is devoted primarily to the inspection and supervision of industrial establishments and educational institutions offering courses of training to veterans.

The Division of Advanced Education and Instructional Services includes the following sections: (1) Audio-Visual Services, (2) Civil Defense Adult Education, (3) Community Colleges, (4) Continuing Education, (5) Curriculum Services, (6) Guidance Services, (7) Library Services, and (8) Teacher Education and Certification.

1. The section of Audio-Visual Services provides consultative services to public school systems and cooperates with agencies associated with education television.

2. The section of Civil Defense Adult Education was made a part of the Division of Advanced Education and Instructional Services by agreement with the U. S. Office of Education. In cooperation with local schools a course of instruction for personal and family protection in case of disaster is made available for their Adult Education Program.
3. The section of Community Colleges visits and counsels with the officials of the Iowa public junior or community colleges. It evaluates these institutions in terms of the "Standards for Approval of Public Junior or Community Colleges" in order for them to be eligible for state aid. These Standards are under the jurisdiction of the State Board of Public Instruction and the State Board of Regents.
4. The section of Continuing Education works in a consultative role with agencies sponsoring adult education programs in the state.
5. The functions of the section of Curriculum Services are categorized into six areas: (1) research, (2) production, (3) coordination, (4) professional and public relations, (5) curriculum laboratory services, and (6) general informational services. This section works cooperatively with other divisions of the Department, local school districts, and agencies where curriculum problems are being studied. It also assumes leadership in the preparation of curriculum guides for both the elementary and secondary school levels.
6. The section of Guidance Services has, as its primary function, the providing of leadership and service in the development and evaluation of guidance services in Iowa public schools. The administration and supervision of Title V-A of the National Defense Education Act is implemented through this section of the Division of Advanced Education and Instructional Services.
7. The section of Library Services offers consultative services to public school systems in the development of school libraries.
8. The section of Teacher Education and Certification has three main functions:
 - a. It exercises cooperative leadership in the development of high-quality programs of teacher education in the colleges and universities of Iowa. Personnel from this section visit Iowa colleges and universities, receive their reports, and make recommendations

relating to the approval of their programs. Up-to-date information regarding the status of institutions outside Iowa which prepare teachers is also maintained.

- b. Issues all teachers' certificates in Iowa and maintains records in conjunction with this responsibility.
- c. Issues approval statements indicating the subject or service assignments which certificated teachers may be given in approved school systems and maintains appropriate files for these records. This section reviews annually the approval status of all teacher personnel employed in the public elementary and secondary schools and the public junior or community colleges in Iowa, and for other teachers for whom such information may be needed.

Special education programs are conducted in the public schools for pupils with varying types of handicaps. The local schools may make requests through their county superintendents for counsel and assistance of trained specialists from the staff of the Division of Special Education of the Department.

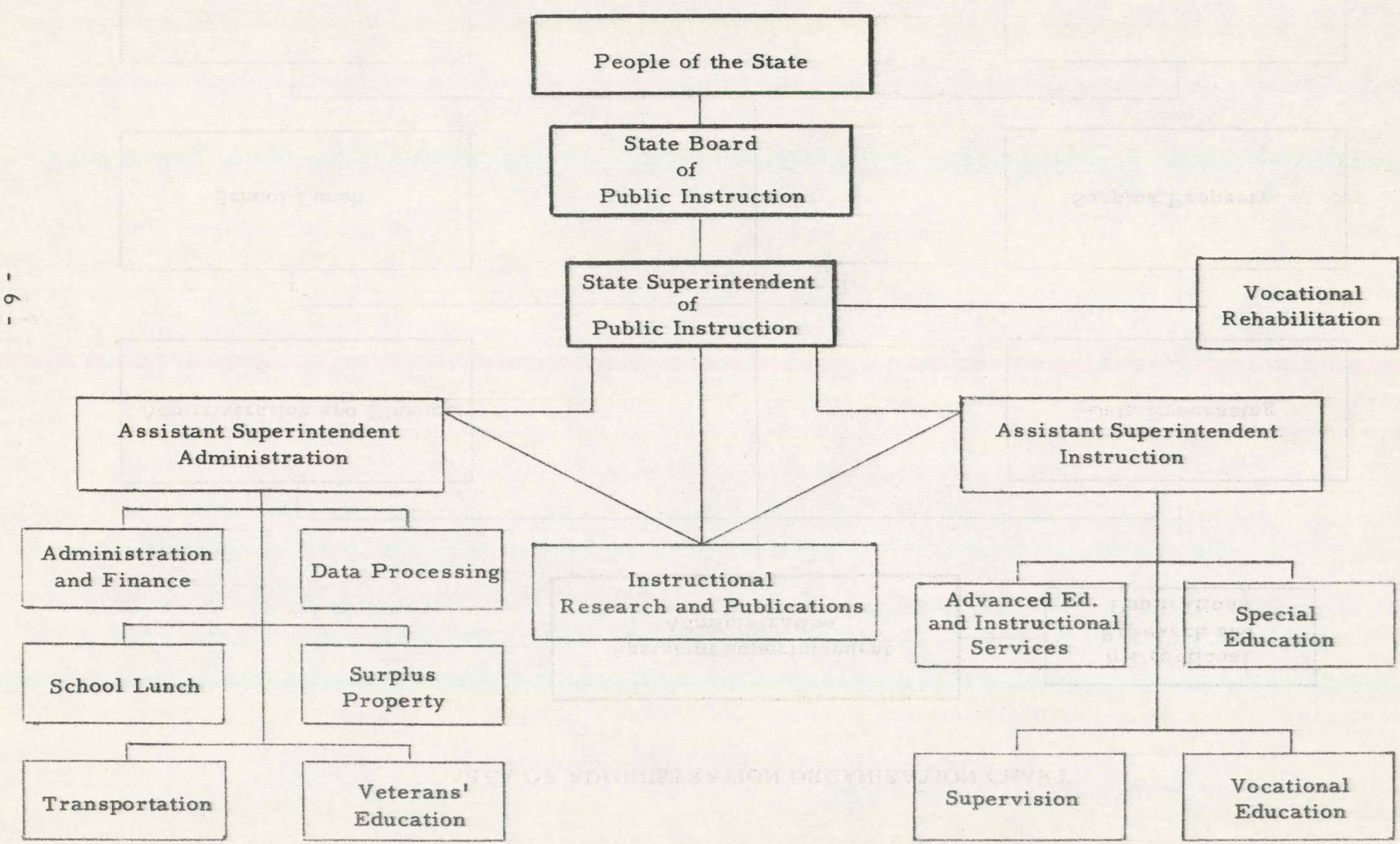
The Division of Supervision is primarily concerned with the improvement of instruction in the public schools of the state. Each high school district is visited every two years by a consultant who prepares a written evaluation and submits it to the local school board, local superintendent and the county superintendent. However, the consultant will be in each school district at least once each year.

The Division of Vocational Education promotes, develops and supervises reimbursable vocational programs. The areas served are agriculture, distributive, homemaking, trade and industrial, practical nurse, and area vocational education; a teacher-training program in guidance is also sponsored. The division's work consists of the supervision of local programs under local boards of education and the teacher-training programs at the three state institutions.

Chapter II

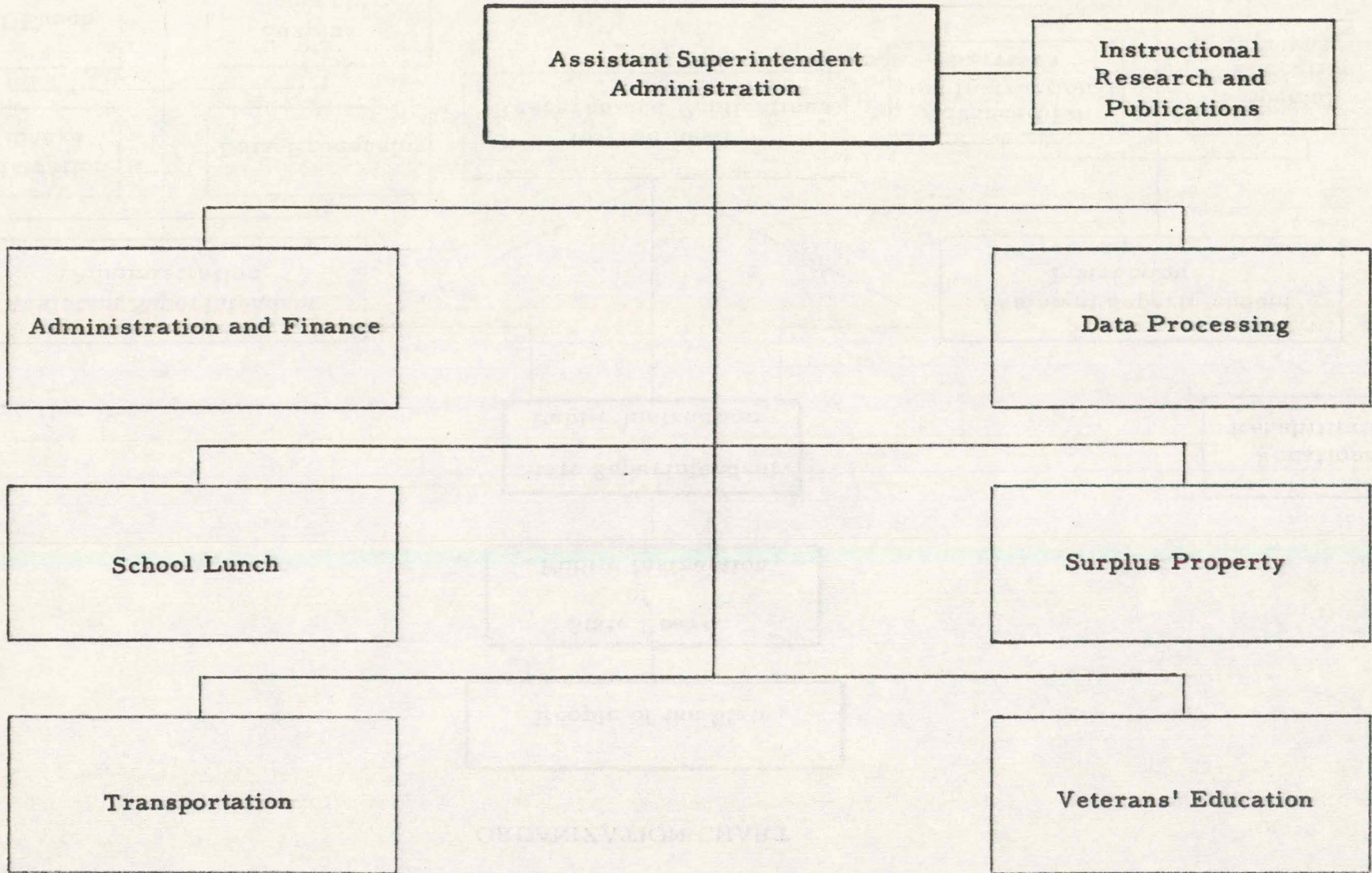
DEPARTMENT OF PUBLIC INSTRUCTION

ORGANIZATION CHART

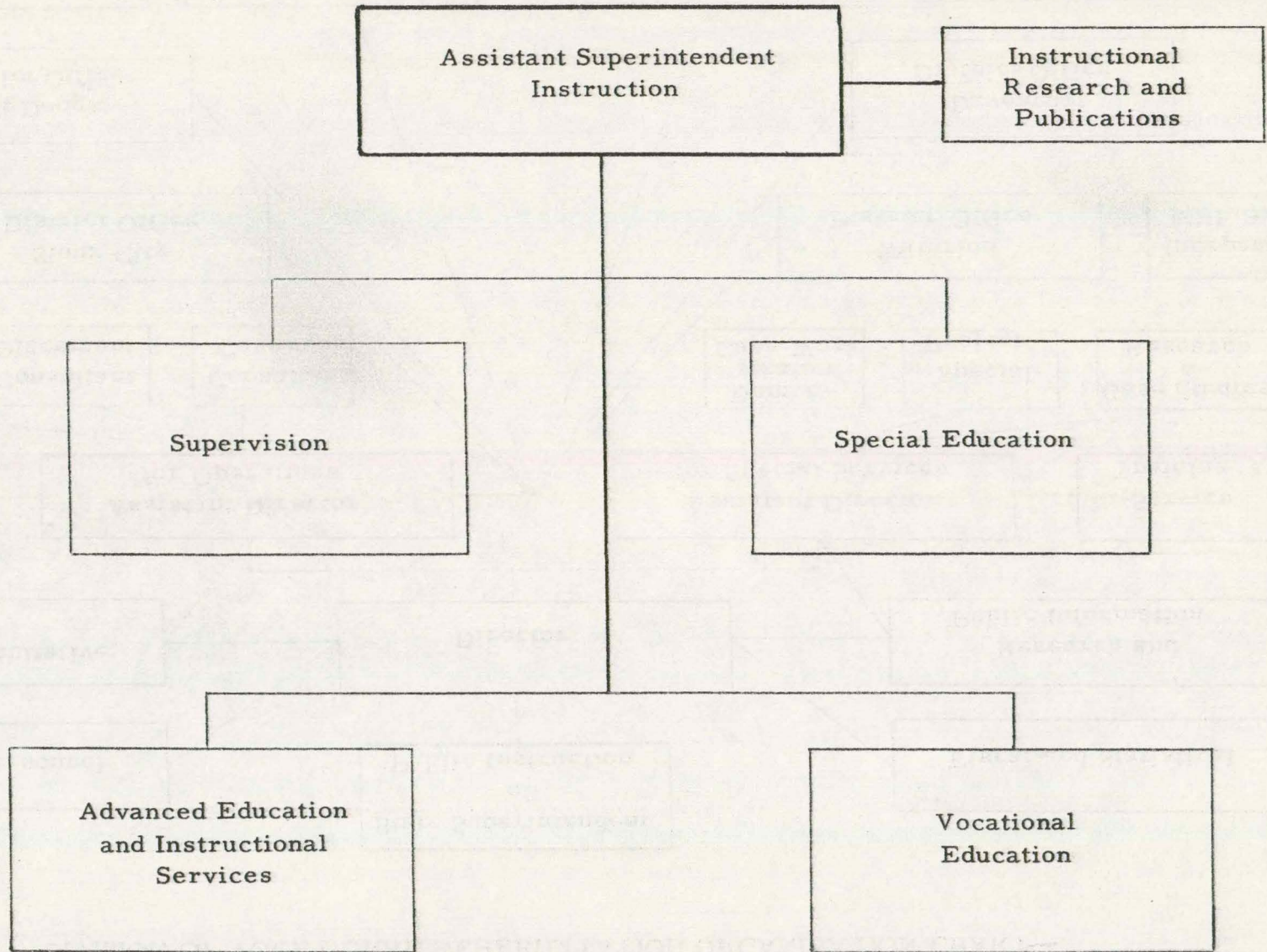


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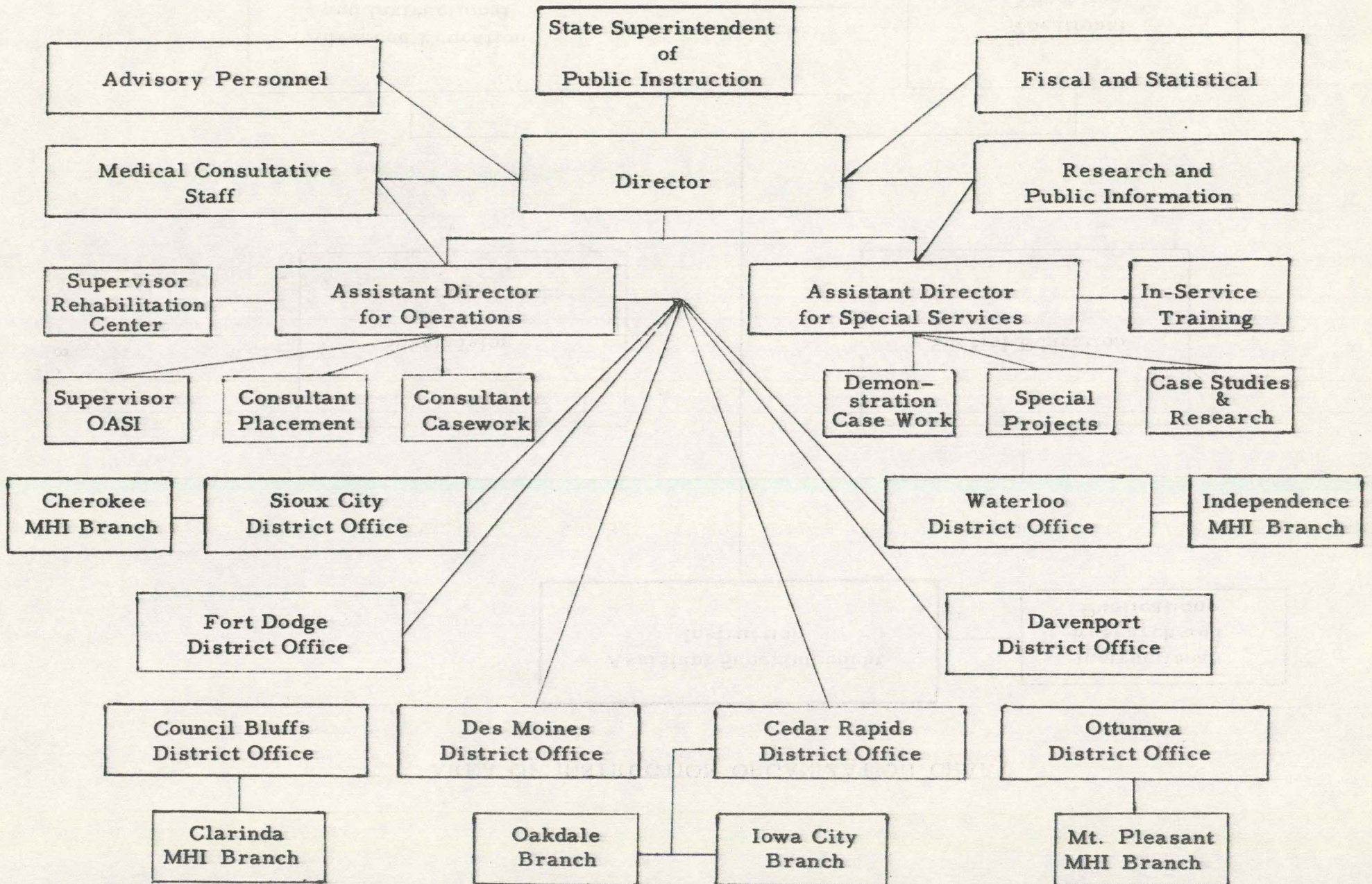
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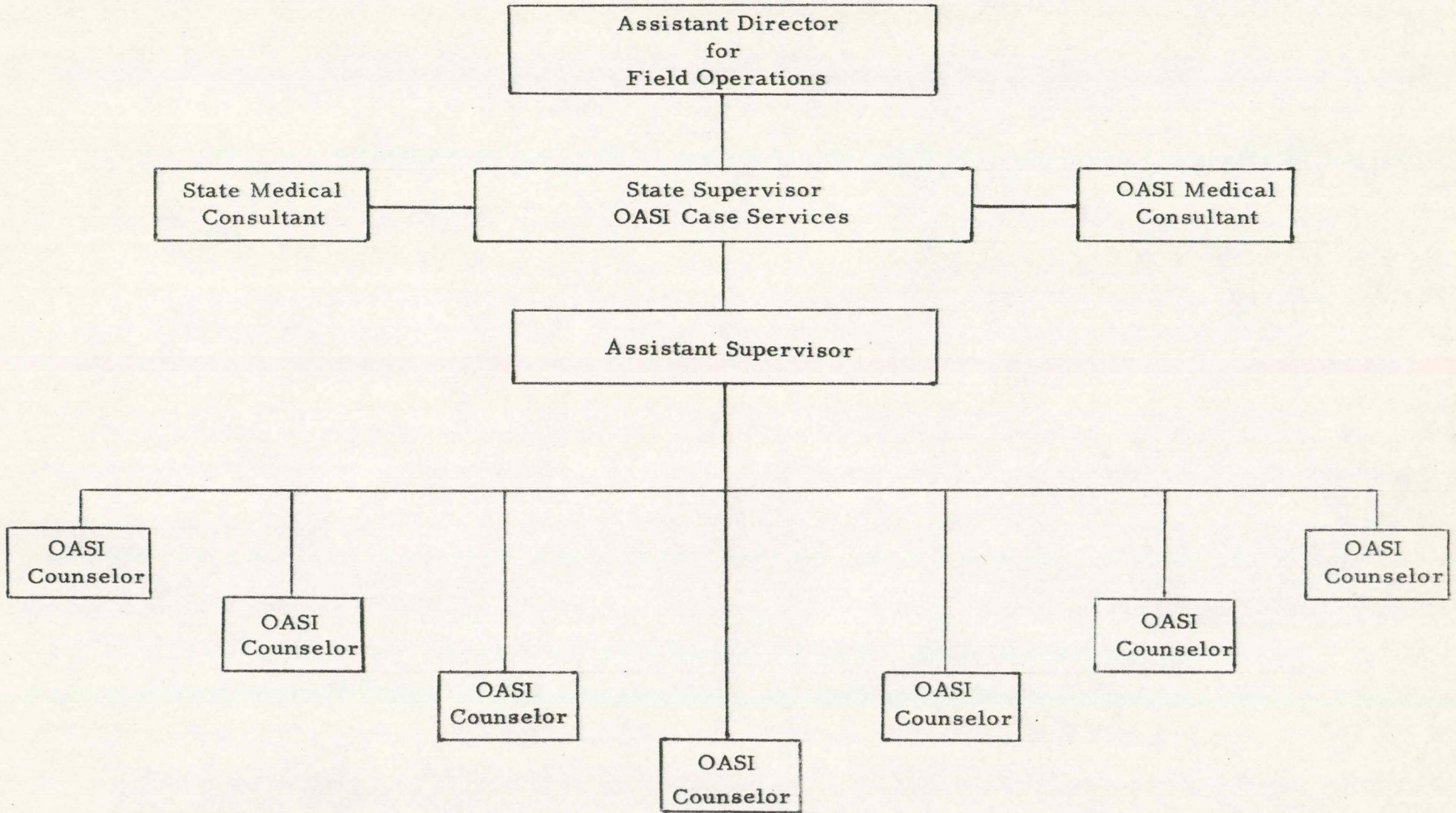
AREA OF INSTRUCTION ORGANIZATION CHART



DIVISION OF VOCATIONAL REHABILITATION ORGANIZATION CHART



DISABILITY INSURANCE SECTION
DIVISION OF VOCATIONAL REHABILITATION ORGANIZATION CHART



Chapter III

OFFICE REGULATIONS

Office Hours

Office hours are from 8:00 a. m. to 4:30 p. m., Monday through Friday, with one-half hour for lunch, usually 11:45 to 12:15. Each employee has the privilege of a coffee break - NOT TO EXCEED FIFTEEN MINUTES - in the morning between 9:30 a. m. and 10:30 a. m. and in the afternoon between 2:30 p. m. and 3:30 p. m. A certification of payroll is submitted by each division. A record of days worked, and a cumulative record of sick leave, used and unused, and of vacations, is kept by the bookkeeper from this report.

Vacations

All employees of the state are granted one week's vacation after one year's employment and two weeks' vacation per year after the second and through the tenth year of employment, and three weeks' vacation per year after the tenth and subsequent years of employment, with pay. Said vacations after the first complete year of employment shall be granted, regardless of anniversary date, at the discretion and convenience of the head of the division.

Sick Leave

Chapter 79.1, Code of Iowa, provides, "Leave of absence of thirty days per year with pay, may be granted at the discretion of the head of any department to employees of such department, when necessary by reason of sickness or injury. Unused portions of such leave for any one year may be accumulative for three consecutive years." Since a state employee's yearly salary is figured on a monthly basis, any employee who is sick or absent on both Friday and the following Monday is counted as missing four full days of work. When an employee leaves duty because of sickness on a Friday morning and returns Monday morning, he has used three days of sick leave. This is also the policy for holidays. When an employee leaves duty Friday morning because of sickness, and returns Tuesday morning, when Monday was a legal holiday, he has used four days of sick leave. Sick leave is confined to the sickness of the individual, or of his immediate family. Sick leave for funerals may be allowed at the discretion of the head of the division. The maximum sick leave that can be taken in any twelve-month period is thirty days for the first year of employment. It is conceivable that in the third year it might reach ninety days, subject to the discretion of the administrative staff.

Leave Without Pay

It is the policy of the Department that leave without pay may be granted for a short period of time, subject to the approval and recommendation of the head of the division, and the approval of the administrative staff.

Jury Duty

When an employee is called for jury duty, it has been the policy of this Department that said employee shall receive full pay but shall reimburse to the Department ALL jury fees received by the employee less mileage allotments and parking fees.

Insurance

Hospital insurance and life insurance are both available. Hospital insurance is with Blue Cross and Blue Shield. A new employee must enroll in this plan within 30 days after his employment, or he must wait until the regular opening for membership, or with certain restrictions, he may enroll at any time. Applications are made through the bookkeeper. Life insurance is available through the American Mutual Life Insurance Company at a cost of \$1.25 per month. No medical examination is required if the employee applies within 60 days after employment. This insurance provides the following amounts according to age:

to age 29	\$4,000
age 30 to age 39	3,000
age 40 to age 49	2,000
age 50 to age 59	1,000
age 60 and over	500

To be eligible an employee must be a member of the Iowa Employees Association.

Savings Bonds

An employee may file an application with the bookkeeper to have any desired amount deducted from his salary for United States Savings Bonds.

Retirement

Following is the retirement policy now in effect in the Department:

"People age at different rates. Consequently, a person who is 65 years of age may still have the energy and ability of a younger individual.

"On reaching the age of 65 years, each employee should offer to resign but will be free to indicate a desire to continue to hold his position.

"The Superintendent of Public Instruction, in conjunction with other appropriate administrative officials, will appraise each employee reaching the age of 65 and make a recommendation to the State Board if continued employment is warranted.

"Each person continued in employment after the age of 65 will be reappraised at six-month intervals with at least six months' notice of termination of employment typically being given, it being understood that a minimum of three months' notice shall precede termination."

Job Classification

Persons are employed and classified according to the type of work to be done and the requirements of the particular division. Compensation is according to the salary schedule approved by the State Board of Public Instruction. Advancement from one step to the next on the salary schedule is usually on an annual basis. However, with meritorious service, at the recommendation of the head of the division and with the approval of the administrative staff, an employee's name may be submitted to the State Board for approval for advancement two times within a given year.

Salary increments are given the month following the anniversary date in all divisions of the Department except in the Division of Vocational Rehabilitation, in which case increments are given on June 1 of each year.

Salary increments are not automatic but must have the recommendation and approval of the head of the division and the administrative staff before being granted.

A request from the head of the division for change of classification within a division must have justification and the approval of the administrative staff and the State Board of Public Instruction.

Resignation

An employee planning to resign, should attempt at all times to give his immediate supervisor as much advance notice as possible. It is customary to give a minimum of at least two weeks' notice prior to termination of employment.

Regular Employees

A new person who has been placed on the payroll of the Department is not considered a regular employee until after he has worked for a period of six months. In most cases, this gives sufficient time for the immediate supervisor to determine whether or not the employee's work is satisfactory and should be continued. If, at any time, an employee's work becomes unsatisfactory, he will be advised of such inefficiencies and given an opportunity to correct them.

Termination

In the event that funds available for the operation of the Department are insufficient to retain the present office force, employees' services may be terminated with not less than a thirty-day notice. Such termination will normally be decided according to length of service. However, in the event that there are employees who have been notified that their work is unsatisfactory, their services may be terminated not according to date of employment but as a result of their incompetence.

Re-employment

Persons are eligible for re-employment if their work was satisfactory at the time of termination of employment and if there are vacancies in the Department. If re-employed, they are eligible to start at the same salary they were receiving when they terminated their employment.

Termination of Employment Due to Pregnancy

It is hereby declared to be the policy of the Department of Public Instruction that the employment of personnel will be automatically terminated, in the event of pregnancy, no later than the beginning of the eighth month of pregnancy. In the event of such termination of employment, the employee shall be entitled to prorated vacation time if she has been employed over one year. Employees whose employment has been terminated because of this policy, and who may be later interested in returning to work in the Department, will be given first consideration if a position for which the person is qualified is open.

Flower Fund

A flower fund is maintained to send flowers to members of the immediate family of staff members in the event of a serious illness or death. One person from each division is responsible for notifying the State Superintendent's secretary of such illness or death.

Gifts

Solicitation for gifts for departing personnel is restricted to a particular division unless a department-wide collection has been approved by the administration.

Chapter IV

PERSONAL QUALITIES

Grooming

The right time for good grooming is all the time. The expression, "there is a time and place for everything," can certainly be applied in the selection of clothing for office wear. Save ultra-extreme costumes for after five, to attract, not distract attention! The same rule goes for too obvious make-up and a too complicated hairdo. Neither should one be over-casual. Bobby socks, sandals without hose, and hair-bows may have their places, but not in the office. Instead, wear dresses that are simple in design and suits that are tailored. Always look spotless, well pressed, neat, and clean. Develop good posture - good posture indicates poise and self-confidence.

Every secretary realizes the importance of proofreading her work; so why not also "proof" her own appearance. Beware of:

1. Crooked seams in hose.
2. Hanging slips.
3. Chipped nail polish (all on - or all off).
4. Dandruff across shoulders.
5. Worn off heels on shoes.
6. Clashing colors in clothes, lipstick and fingernail polish.
7. White collars that are not really white.

Personality

Personality has been defined as "the outward expression of the inner self." It can be a basic factor involved in becoming successful. There is no one key to the door marked "getting along with other people," but you may find the following suggestions helpful in your relationship with others:

1. SMILE - be happy! Other people will like you if you are pleasant.
2. Think of others more than of yourself.
3. Interested people are interesting - bored people are bores!

4. Don't be a faultfinder - be a "star finder."
5. Learn to sense the desire, needs and rights of others.
6. Avoid negative thinking.
7. Keep an open mind.
8. Have a sense of humor.
- 9. Be a responsible person.
10. Be boss of your facial expressions.
11. Remember courtesy, kindness, sympathy, and understanding.
12. Be yourself, be natural, be sincere.

There will be times when you are under a strain, so strive to remain pleasant and keep a good disposition.

Manners and Etiquette

Good manners are based on kindness. Courtesy is nothing more than treating the other person as you would like to be treated. Never be too busy to say, "Thank you," even for something which is done as part of a duty.

How to please your co-worker:

1. Be willing to help.
2. Develop self-discipline.
3. Cooperate with others.
4. Be cheerful.
5. Be polite.
6. Be interested in other people - listen!

Office Housekeeping

Your office housekeeping can be an indication of your own personal habits. Check with your supervisor before you straighten his desk as he may have special preferences. After you have checked, keep his desk

and office neat, his calendar up to date, his desk supplied with clean blotters, erasers, paper clips, and his pen in good writing order.

Keep your own desk neat. Make sure your desk is well stocked with necessary supplies. Keep a memorandum pad for recording telephone messages and names of callers, for arranging appointments, and reminding your supervisor of his commitments. Avoid piling things on top of files. Make a permanent place for everything if possible and keep things put away. It will improve the appearance of the office and help increase your own efficiency.

Loyalty

Loyalty can be defined as being constant and faithful in any relation implying trust or confidence. Loyalty is a feeling expressed by actions rather than words.

A confidence repeated is no longer a confidence. The often used term "office grapevine" might well be called the "pallbearer" of loyalty. One of the most effective methods of advertising is by "word of mouth," so what you say might well prove to be an advertisement of your loyalty.

You put the interests of your supervisor first - even above your own. You speak of him always, to everyone, in terms of respect.

When you can prevent him from making mistakes, you do so. If he makes them, you assist him in making necessary corrections.

You will probably make mistakes, but, if these mistakes happen, you will find your supervisor willing to assist you in correcting the difficulties.

We all take pride in our personal possessions and would not deliberately abuse them. Why not add your job to this list? As long as you are employed it is YOUR job. Make it something of which you can be proud.

Chapter V

OFFICE PROCEDURES

When applying for a position, we are often concerned about making our "first impression." Once employed in a position, our ability to make a good first impression is put to a constant test. Each of us is responsible for the "first impression" made of our entire organization. Any person answering a telephone or greeting a caller becomes a RECEPTIONIST for the organization. An alert, interested expression, a warm sincere smile, and a courteous and pleasant manner of speaking will prove excellent tools to use in the job of creating a good impression of our office.

When answering the telephone, try to show interest in the conversation by using a warm and cordial tone; your voice can reflect your attitude. Guard against the tendency to let your voice become mechanical and without expression. Be tactful, but do try to get all the necessary information from the person calling and make complete notes of the call.

The telephone number for the majority of the State Offices is Atlantic 8-7111 and the calls go through a switchboard located in the basement of the State Office Building. Exceptions to this are offices located in the downtown area. In making calls other than to State Departments, dial 9 for an outside line. Calls are transferable from one extension to another except those coming from other State Departments using Atlantic 8-7111. The switchboard opens at 7:30 a.m. and closes at 4:30 p.m. It is possible to make outside calls after that time, but impossible to receive them.

Telephone Procedures

Answer promptly. Good service requires a 30-second extension answer on the first ring, if possible.

Immediate attention. Pick up receiver, give an immediate answer and attention.

Speak distinctly. It is courteous to be understood. Hold the transmitter an inch from your lips and talk in a pleasant, conversational tone.

Identify yourself. Always answer by NAME or DEPARTMENT or by DEPARTMENT and NAME. "HELLO" means no more than "GUESS WHO?"

Suggested Answering Phrases:

- a. Department telephone: Department of Public Instruction, Information.

- b. Superintendent's telephone: Mr. Johnston's Office, Mrs. Van Blaricom speaking.
- c. Division telephone: Instruction, Mrs. Powers speaking.
- d. Call for another person acknowledged by: Just a moment please. I will call him. (If your party does not immediately come to the telephone, be sure to give progress reports.)

Cover telephones. Extension DOESN'T ANSWER indicates bad management. The head of the division should assume responsibility of coverage. When you leave your desk, arrange for someone to take your calls. Leave word where either you or your supervisor can be located and when you will return.

Take message. Never just say, "He is not in." Instead, volunteer information and be of assistance.

Suggested Phrases:

- a. Mr. Johnston is not in the office, would you like for him to call you tomorrow?
- b. Mr. Johnston is not in the office now. May I help you please?
- c. Mr. Johnston is attending a meeting. Shall I have him call you when he returns? (Meeting is considered a better word than conference.)
- d. Do not ask a person to call back. This is not good service.

Ask questions tactfully. Never say, "Who's calling?"

Suggested Questions:

- a. May I tell Mr. Johnston who is calling please?
- b. May I have your name please?
- c. Would you mind repeating that number please?
- d. I am sorry I did not understand that last figure.

- e. Mr. Johnston is talking on another telephone.
May I have him call you?

Transfer calls. If you are reached in error, ask courteous questions and have the connection transferred to the correct extension. Make sure that the person calling knows what you are doing. Signal the switchboard attendant slowly to get her attention. Example: Operator, please transfer the call from Extension 542 to Extension 325.

Explain when leaving the line. Occasionally it is necessary to leave the line to secure information or summon another person.

Suggestions:

- a. I will call Mr. Johnston. Will you wait please?
- b. Will you hold the line while I get the information please?
- c. If the delay will be long you should offer to call back.
- d. Always lay the telephone down gently.
- e. Avoid personal side remarks which will be overheard by the person calling.
- f. A progress report is due the calling person each minute.
- g. Apologize for a delay, if any.

End calls courteously. Always end a call with an acknowledgment:
(a) "Thank you," (b) "You are welcome."

Long distance calls and telegrams. The person assigned to answering the telephone is responsible for keeping a weekly record of all long distance telephone calls and telegrams. This report form is made in duplicate and the original copy is given to the receptionist in the main office. A record must be made of all NDEA calls by Title number. Accept no collect calls except from approved sources. A supply of report forms may be secured from the receptionist in the main office.

Unless instructed otherwise by your supervisor, place long distance calls station-to-station. It is suggested by the Telephone Company that you use the following procedure in placing long-distance calls:

- a. Dial the numeral 9 for an outside line.
- b. Dial the numeral 1 (the direct distance dialing code).
- c. Dial the three-numeral area code for the city you are calling. (Omit the area code when the telephone you are calling has the same area code as the telephone you are using.)

- d. Dial the seven-digit telephone number you want in the distant city.
- e. Give the operator your number when she asks for it. Before the called telephone rings an operator will ask for your number. Be sure to give her your "Q" number.

If you do not know the out-of-town number, dial the operator and ask for Information in the city you wish to call. You can dial direct, free of charge, to the Information Operator in cities which are starred in the Area Code Handbook. Simply dial as you would any DDD call using the access and area code and 555-1212. When the Information Operator answers, first give the city or town, then the name and address you are calling.

If you should reach a wrong number, ask the person who answers what city you have reached. Hang up for a moment. Then dial the operator immediately and report the wrong number so you will not be charged for the call. You should report to the operator even though you may not be able to obtain the name of the city you have reached.

Dial the operator for assistance in making all calls you cannot dial direct: person-to-person calls, collect calls, credit card calls or calls charged to another telephone, and calls from coin telephones.

The telephone number of each of the town and county superintendents is given in the Iowa Educational Directory. A list of colleges with their telephone numbers is also available.

Personal calls. Telephone calls of a personal nature, either incoming or outgoing, should be kept to a minimum, and, when such calls are necessary, they should be of a short duration. Telephones are here to facilitate the operation of the office and not for personal use. Use of equipment and time spent on the telephone reduces the efficiency of not only yourself but of the entire office. Personal calls can be a disturbing factor to other personnel in adjacent area. It is realized that personal calls are sometimes necessary and are not prohibited, but each person should take the responsibility to see that these calls are kept at a minimum.

Greeting Callers

When greeting callers, never forget the friendliness and warmth that can be conveyed by a smile. Announce callers promptly and if it is necessary for the person calling to wait, offer an explanation. Be helpful in guiding callers to proper divisions.

Before taking a visitor directly to a person in the office, make sure that it is convenient for the visitor to be seen at that moment. (Introduce them.)

Secretaries

General duties. If you are an experienced secretary, this manual will be useful in reminding you of the problems which you should keep in mind if you are to be of the greatest help to your younger associates and of maximum value to the entire organization. If you are inexperienced and trying to make a good, conscientious effort, keeping your eyes and ears open are important parts of your assignment. Try to find out what is expected of you. If you do not understand quite clearly, ask questions until you do.

The duties of a secretary are varied and many. In order to facilitate the work of the Department all secretaries may be called upon to assist other divisions during their peak times if their own division does not have a priority job at that time.

No single list of duties can cover every detail of secretarial procedure because of the variety of tasks turned over to the secretary in the different divisions of the Department. Listed below are some of the common duties:

Taking dictation and transcribing letters. When your supervisor wishes to dictate, be prompt, cooperative, and courteous in the way in which you perform this duty.

Each morning check to see that your pen is in good writing order. It is also well to have sharpened pencils ready in case of necessity. Your notebook, pen, and pencils should always be ready for use, and your notebook should be dated each day.

During pauses or interruptions in the dictation, read your notes back and insert notations such as paragraphs, punctuation, etc. Write proper names and addresses in longhand. Correct spelling can be checked later by referring to the correspondence being answered. When there is an enclosure, it should be mentioned at the end of your notes so that the word "enclosure" will be typed at the end of the letter directly under the reference initials. If your supervisor is dictating too fast or not clearly, read the doubtful part back to him while the subject matter is still fresh in his mind.

Transcribing is a three-fold job. You must read your shorthand notes correctly, typewrite accurately and neatly, and consider the best English usage. It is well to learn your supervisor's likes and dislikes about constructive criticism as to sentence structure, punctuation, etc. Always be sure that Webster and you agree on spelling and syllabication of any questionable words. It is important to proofread your letter to be sure there are no errors and each sentence is clear. It is easier to do

this and make the necessary corrections before removing the letter from the typewriter. In handing your letters to the supervisor for his signature, insert the flap of the envelope over the original letter and its enclosures. When the letters have been signed, they should be taken back to your desk, folded properly, and inserted in the envelope for mailing. Check to see that all enclosures are included and the envelope is addressed correctly.

Draw a line through each page of shorthand notes after they have been transcribed. It is well to keep a rubber band around the finished notes so that your place will always be ready for starting again.

It is your duty to have your finished letter well-centered and neat. Your letters are a reflection of your personality - don't release a letter that doesn't look your best!

Phone duties - greeting callers - making appointments. While these duties have been covered in detail in other sections of this manual, it is well that we realize the impression that a secretary makes on a caller (either by phone or personally) may be the caller's impression of the entire Department. With the many details of the routine day, it is important that you protect your supervisor from as many interruptions as possible. You should have a definite understanding on how to make appointments and phone calls that are urgent and important. The more detail you can assume the more of your supervisor's time can be devoted to his many commitments.

Reading and sorting mail. The mail is either placed on the respective secretary's desk or picked up at the central mail desk by the person assigned to this task. You should read each and every letter, and should know just which of your supervisor's letters should be brought to his personal attention and which can be answered by you, either with a form letter or with a variation of one.

If there has been any previous correspondence in connection with the letter, it should be attached to the letter before being placed on the supervisor's desk.

All second-class mail, parcel post, etc., should be separated from important letters. The mail should then be placed on the supervisor's desk in the following order: (a) telegrams, (b) letters referring to special appointments for the day, (c) regular mail, (d) personal mail, (e) advertisements, and (f) newspapers and magazines.

Filing - statistical work. While the instructions relative to filing will be very general, it is important to learn the procedure to be followed in your particular division. Be able to place your finger on any needed material without loss of time or embarrassment.

There will be some secretaries whose duties will include statistical work, tabulating, etc. This, of course, will depend upon the division of the Department and the procedures within that division.

Miscellaneous duties. While this section of the manual has referred to the secretary, it applies to all clerical staff members. If you are one who possesses typewriting but not shorthand skill, your duties will probably involve transcribing machine-recorded dictation, typewriting of form letters, straight copy, rough drafts, addressing of envelopes, cards, etc. This may be supplemented by filing, assembling, proofreading, etc.

Whichever of these tasks falls to your lot -

Be capable of doing good work.

Be thorough and dependable so that others can safely rely on the accuracy of your work.

Be a pleasant person, contributing to the friendly good will of the entire Department.

Itineraries

The Department has a policy whereby the professional staff is required to fill out an itinerary each Friday. This shows the person's schedule for that week and also his plans for the next week. Forms may be obtained from the receptionist's desk in the main office. Each division should have a list made from the itineraries of the professional staff in that division to be given to the receptionist for her information. A copy should also be given to the Department receptionist. Any change in the professional staff's itinerary should be made known to the receptionist.

Out-of-State Travel Requests

The Department has a form to be filled out by any of the professional staff desiring to attend a meeting out of the state. It should be made out in quadruplicate. After these forms have been cleared through the division director and the appropriate assistant superintendent, they are to be given to the Superintendent of Public Instruction for signature. He then sends them to the Executive Council for approval.

All travel requests to be brought before the Executive Council must be in the office of the Secretary of the Executive Council not later than noon on Friday if they are to be considered at the Council meeting to be held on the following Monday. If travel is carried out before the request can be approved in a regular Council meeting, the request may be denied and the person traveling will have to stand the expense. An exception to the above rule are emergency travel requests which may arise.

When requests for travel have been approved or disapproved, they are returned to the bookkeeper. The bookkeeper should inform the person that his request has been granted or denied. The fourth copy of the request is for the convenience of the bookkeeper in giving this information.

Copies of this form may be obtained from the Division of Administration and Finance.

Expense Accounts

Each professional staff member is allowed actual hotel and meal expense not to exceed \$11 per day when required to travel outside the city or town of his residence or official domicile in Iowa. Hotel and meal expense is not limited outside the state but should be reasonable. It is the duty of the administrative staff to authorize only such amounts as are justified by nature of the travel.

The statutory allowance of seven cents per mile for use of private automobile in state business shall include all expense of automobile. Authorized use of private automobile on out-of-state trips shall be at the rate approved by the State Car Dispatcher. See the bookkeeper for the current rate.

All expenses are to be kept in an expense account book and then typed on claim blanks in triplicate. These forms may be obtained from the bookkeeper. Two of these claim blanks go to the bookkeeper and the third is for the individual's file. It is very important that all receipts for lodging, registration fees, and telephone calls be attached to claims. Telegraph or long distance telephone calls expense shall show that same was on official business, and between what points and parties. Booth telephone calls do not require receipts but should be so designated.

Be sure that claimant signs the claims on reverse side. The original and one copy are to be given to the bookkeeper for processing. He will have them approved, signed by the Superintendent or the Assistant Superintendent for Administration and submit them to the Comptroller for payment. The warrants are then sent to the bookkeeper for distribution.

It is suggested that expense accounts be submitted as soon as possible. Expenses for two different quarters, e.g., last of March and first of April, should be submitted on separate claims. Quarters end on March 31, June 30, September 30, and December 31 of each year.

Secretaries preparing travel claims should obtain from the bookkeeper the pamphlet containing rules for auditing claims.

Proofreading

Bulletins, forms, and brochures which are mimeographed or printed to be sent to the schools throughout the state should be proofread with extreme care. The importance of accurate proofreading cannot be overemphasized.

Bookkeeping

The Division of Vocational Rehabilitation and the Division of Vocational Education each has its own bookkeeper. The bookkeeping duties for all other divisions in the Department are handled by a third bookkeeper.

Care of Office Machines

Office machines are the responsibility of the person to whom they are assigned. They should be given the best of care, kept clean, treated carefully, etc. Be sure always to move the carriage to either side as far as possible when making erasures, keep type clean, and change ribbon on your typewriter as needed. This not only helps in producing neater work but also eliminates the necessity of frequent replacement.

If any machine is not working properly, it should be reported to the person responsible for the maintenance of equipment who will take care of having it repaired.

Mail

The handling of mail is a position of responsibility upon which the smooth functioning of the Department is geared. Because a large percentage of business is carried on by mail, efficiency on the part of those involved in the task speeds the work of the whole Department.

Incoming. Incoming mail is received in the local (State Office Building) post office three times daily: 8:00 a. m., 10:00 a. m., and 1:30 p. m.

Mail for all divisions is picked up by the shipping clerk and brought to the central mail desk where it is sorted according to divisions within the Department. A secretary in each division opens and checks each letter (unless marked "personal") and date stamps each piece.

Outgoing. Outgoing mail leaves this building at 1:00 and 4:30 p. m. This means we must have our mail ready for the shipping clerk to pick up by 10:30 a. m. and 3:30 p. m. Since all postage is applied in the

local post office, it is recommended that any mail be there at least fifteen minutes prior to the above schedule.

All outgoing mail should be brought to the central mail desk where it will be collected by the shipping clerk and taken to the local post office in the State Office Building.

The following paragraphs are quoted from a memorandum dated June 15, 1961, received from the State Superintendent of Mail:

"Separate all 'Des Moines' or 'City' mail from 'Out of Town' mail. Tie or rubber band in separate bundles. The U. S. Post Office demands that this be done. Priority is given mail tied out in the proper manner by the Main Post Office.

"All unsealed mail (regular and small envelopes) should have all flaps turned out. Large or small 'Flats' should be fastened with the clasps or sealed.

"'Interoffice' mail should be tied out separately and deposited at the State House Mail Room or State Office Building Mail Room. Do not deposit 'Interoffice' mail in outside U.S. Mail Boxes.

"On all 'Flats,' packages, and bundles of mail write or stamp: 'Merchandise,' 'Printed Matter,' 'First Class,' 'Air Mail,' 'Educational Material' (books) or 'Library Material' if from a department mailing out books, sound recordings, film, etc. on a loan basis.

"Deadline for outgoing registered, certified, insured, and C.O.D. mailing is 3:00 p.m. daily."

In an emergency, state stamps are provided for late mail. These may be obtained from the Department bookkeeper. However, it is important to become acquainted with the mail schedule in your particular division. Don't wait for the "deadline" to get your letters to your designated mail depot - all mail is important!

Those letters that can be delayed until the following morning should be marked or typed with the letters "NP" in the lower left-hand corner of the envelope. The marked letters will be held by the State House Mailing Room until the next morning; thereby resulting in "one-day" mail service on your priority letters, which will be held up due to heavy mailing around 5:00 p. m.

Letter Writing

Business letter. An effective letter must make a favorable first impression. In order to do this one must consider the following points: (1) proper margins, indentations, and spacing; (2) correct placement of formal parts of letter; and (3) absence of strikeouts, untidy erasures, smudges, misspelled words, incorrect syllabication, and unevenness of touch.

Most business letters consist of the following formal parts: (1) letterhead, (2) date line, (3) inside address, (4) salutation, (5) message (body of letter), (6) complimentary close, (7) signature, and (8) reference initials of employer and typist.

Additional parts may be a subject line, attention line, enclosure reference, and postscripts.

The typist is responsible for the correct form of a letter, the paragraphing and punctuation. Grammar and spelling also are her responsibility.

1. Letterhead. The Department of Public Instruction uses three letterheads:

- a. Board of Public Instruction
- b. Department of Public Instruction
- c. Department of Public Instruction
Division of Vocational Rehabilitation

2. Date line. With the arrangement of names such as they are on the above letterheads, the date would look well to be centered two spaces below the center name.

Never abbreviate the name of a month either in the date line or body of the letter.

3. Inside address. The inside address contains the name of the addressee; title, if any; and the address, including the zone number when available.

The inside address should never extend beyond the center of the page. If the line is too long, go to another line and indent three spaces. The inside address is blocked even with the left-hand margin. Open punctuation is used. A comma is used to separate the town and zone from the state, and the official position title from the name of the company if used on the same line. If the address is only two lines, the state may be on a separate line. Spell out the numerical names of streets and avenues if they are numbers of ten or under. Never

abbreviate the name of a town, state, or words north, east, south, and west when incorporated in street addresses.

Titles such as Mr., Dr., Mrs., and Ms. (used if it is not known if the title is Miss or Mrs.) are abbreviations and should be followed by a period. They are also the only titles that should be abbreviated. However, in cases where using the title of Reverend, Honorable, or Professor makes the line too long, it may be abbreviated. Miss and Misses are not abbreviations and therefore not followed by a period.

Two titles with the same meaning should not be used. For example: Dr. John Jones, Ph.D. However, do not confuse the title with the official position. The title is used before the name and the official position is used after the name preceded by a comma. If the official position title is too long, it may be used on the second line with the name of the company separated by a comma.

4. Salutation. The salutation is merely another way of saying, "Good Morning" and therefore a pleasant way to start the letter. The type of salutation used depends somewhat on the degree of acquaintance between the writer and the addressee. It is well to find out exactly how your supervisor wishes this done. A colon is used after the salutation.

5. Body of letter. The modified block style is the common practice of the Department of Public Instruction. This style is becoming more and more in common use throughout the business world. Paragraphs are usually indented five, but not more than ten spaces. Paragraphs should be of varied lengths to make the letter more pleasing to the eye. Short beginning and closing paragraphs make the letter more appealing. Paragraphs that are too long tend to lose the interest of the reader. However, too many short paragraphs appear to make a letter too abrupt.

It is better to go to a second page than to crowd the signature block. However, never carry over to the second page the signature block only. It is well to carry over at least two lines of the body of the letter. One line of a paragraph should not be on the first page with the rest on the second page. At least two lines of a paragraph should be on each page or the whole paragraph carried over to the second page. It is better to retype a letter than to have it look crowded or to carry over just the signature block. Never hyphenate a word to be carried to the second page.

The second page is written on the same quality and color of paper as the first sheet but does not carry a printed letterhead. The first line of the inside address is dropped down one inch and is typed even with the left-hand margin, the number of the page preceded and

followed by a hyphen is centered, and the date is blocked ending with the right-hand margin. The body of the letter then continues three or four spaces below this heading. Example:

Mr. John C. Jones

- 2 -

January 1, 1962

6. Complimentary close. The complimentary close is blocked even with the signature block. It is usually placed a few spaces to the right of the center of the page or may be blocked with the date. The complimentary close is always followed by a comma. Only the first word of a complimentary close is capitalized.

7. Signature block. The signature block varies with the different divisions. Make sure that you have the right one for the division for which you are typing the letter. The signature of the Superintendent of Public Instruction is written with his name in upper case on the first line with his title, "State Superintendent of Public Instruction" on the second line. You will find that you will need to block this signature with the date line because of the length of the second line. His name is the only name that is typed in all upper case in the signature block. The other officials' names are typed on the first line of the signature block but with only the first letters in upper case. Examples:

PAUL F. JOHNSTON
State Superintendent of Public Instruction

W. Dale Chismore
Assistant Superintendent - Instruction

W. T. Edgren
Assistant Superintendent - Administration

The signature of a man is never preceded with a title. An unmarried woman should sign her full name but need not use a title unless her name may be confused with that of a man. Examples: Shirley, Carol, Billie, June. In this case, the title should be typed in parenthesis. It is assumed that if there is no title she should be addressed as Miss or use "Ms."

A married woman, a widow, or a divorcee should sign her full name but add "Mrs." in parenthesis before her signature. If her signature is typed below her written signature the "Mrs." would be in the typed part and not in the written signature. In a business letter a woman usually uses her own name and not that of her husband. A divorcee who has had her maiden name restored, signs the same as an unmarried woman.

8. Reference initials. Reference initials of the supervisor and the transcriber are typed two spaces below the signature block and should be flush with the left-hand margin. A colon or oblique line may

be used to separate the initials. The initials of the supervisor are in upper case with the initials of the typist in lower case. Example:
PFJ:dmv

9. Enclosure mark. When a letter contains enclosures, the notation "Encl.," "Enc.," or "Enclosure" should be typed one or two spaces below the reference initials and even with the left-hand margin. If there is more than one enclosure, indicate the number of enclosures after the word or at least make the word plural.

10. Carbon copies. When carbon copies are sent to various persons, type the distribution notation flush with the left-hand margin, below all other notations. Unless there is a special reason for it, place this notation on the original as well as on carbons and file copies. In general, a person receiving a letter is entitled to know if copies have been sent to one or more additional persons. Example: CC: John Jones

11. Mailing notation. When a special type of mailing is used (special delivery, registered, certified, or air mail) it should be so noted on the file copies only. This notation should be placed two spaces below the reference initials and blocked with the left-hand margin.

12. Personal notation. A letter or envelope should be marked PERSONAL only when no one but the addressee is supposed to see the letter. Type the word Personal or Confidential four spaces above the inside address of the letter.

13. Postscript. When it is necessary to add a postscript to a letter, type it two spaces below the reference initials or last notation on the letter. Indent five spaces from the left margin of the letter.

14. Envelope. Use the same form, punctuation, and information as are used in the inside address except for a three-line address which is double spaced. Special mailing notation should be placed in the space below the stamps and above the address. Place any special information (attention notice or "personal") in the lower left-hand corner.

15. Postage record. It is necessary that an accurate account be kept on all postage for items connected with NDEA work.

Other Types of Messages

Telegrams. Telegrams are usually telephoned to Western Union but a file copy is always kept. A notation is also made on the weekly telephone record. A telegram is usually a half-hour service.

Telegrams should be typed in all upper case with usual punctuation used. An oblique line is counted as a word. All other punctuation marks are not counted.

Five symbols are charged the same as a word. For example: \$1.25 is considered one word if numerical figures are used. If the amount is written out, each word is counted. You may use combinations of numerals and letters for the five symbols. Example: 6-15-56, 12DEF. Do not use oblique lines between numbers of the date as they will be counted as words.

You can use set abbreviations: RETEL for Regard your telegram. RETEL and like abbreviations are counted as one word. A list of these abbreviations may be secured from the Western Union Office. Hyphenated words are counted as one. These are determined by the dictionary; be sure to look them up.

Two lines are allowed for a signature. This can contain the name and address or the name and the company name. Additional lines will be counted.

When marking a telegram for special attention of a person, incorporate that into the address thereby saving an extra charge. For example:

<u>Do:</u> Mr. John J. Jones	<u>Do Not:</u> James Greene Company
% James Greene Company	Attention: John J. Jones
Los Angeles, California	Los Angeles, California

Do not start the wire with a salutation as you will be charged for it. Brevity is the rule of a telegram.

The basic charge is made on fifteen words. Above fifteen, the charge is on each additional word. Telegrams sent to Canada are based on ten words with a charge for each additional word. There is a ten per cent tax on telegrams, night, or day letters.

Telegrams, day letters, or night letters may be sent collect or charged to the telephone. A record is made of them on your weekly telephone record indicating which type of message is used.

Day letter. This usually is a one and one-half hour service. The charge is based on a minimum of fifty words and on each additional group of five words or less.

Night letter. A night letter is delivered before 9 a.m. the following day. The charge is based on a minimum of fifty words, with an additional charge for each group of five words in excess of fifty.

Day letters and night letters sent to Canada are based on fifty words with a charge for each additional five words.

Memorandums. There are two types of memorandums: (1) inter-office and (2) out-of-office, which differ slightly in form.

1. Inter-office. Inter-office memorandums are typed on plain paper (without letterhead). Since the arrangement used identifies it adequately, do not type the word MEMORANDUM at the top. They should carry the date, to, from, and subject headings at the beginning. For example:

DATE: January 4, 1962
TO: Paul F. Johnston, State Superintendent of Public Instruction
FROM: Wayland W. Osborn
SUBJECT: Revocation of Teacher's Certificate

The body of the memorandum should start on the same indentation as the subject. (Illustrated by this paragraph.) The rest of the sentence comes to the left-hand margin. A space is usually provided for the dictator to sign his initials only. For example:

W. W. O.

WWO/hs

The signature line should be even with the left-hand margin, long enough for his initials, and, two spaces below it the reference initials should appear.

2. Out-of-office. Out-of-office memorandums are set up in the same form with the exception that they are typed on letterhead paper and a full signature block is used. The signature block is blocked even with the left-hand margin. The letterhead may be a modified form and cut in the stencil, if the memorandum is to be mimeographed. Example:

State of Iowa
DEPARTMENT OF PUBLIC INSTRUCTION
Paul F. Johnston, Superintendent
Des Moines 19

Filing

Regardless of how extensive or basic the division's method of filing may be, there are two qualifications needed: (1) accuracy and (2) a general knowledge of the principles of filing. In filing there is no degree of accuracy - you are either accurate or inaccurate.

Each person in a division should have a general knowledge of the method of filing used even though the filing is handled primarily by a filing clerk.

The six basic methods of filing are: alphabetic, numeric, subject, geographic, chronologic, and the Dewey decimal system.

Alphabetic. Materials are arranged in the order of the alphabet. This is probably the most commonly used method of filing. (The material in an alphabetic filing system should be filed chronologically by date in each folder.)

Numeric. Materials are filed by numbers instead of letters. An example of this is in Teacher Education and Certification where each teacher is assigned a folder number and the folder is filed under that number. A master file is kept with the original card filed alphabetically and the duplicate card is filed numerically under the teacher's name.

Subject. Some divisions file by subject because of the nature of their business. This method is adapted to the filing of such material as data, informational clippings, catalogs, etc. In a subject file alphabetic guides, main subject headings, subheadings, and a miscellaneous folder are provided for each heading guide. A good system would be to have each heading in a different position with various color guides, making for easier location of the particular heading desired.

Geographic. The material is filed according to territories. The files are alphabetically arranged under the geographic headings.

Chronologic. Business papers are filed in the order in which they are received or sent according to date. This method is used for daily reports, statements, etc. - anything requiring a follow-up file.

Dewey decimal system. This system is used primarily in libraries and by the Federal Government. It is a numerical system under basic headings with breakdowns within the headings. This system is not widely used for general office filing and should be set up only with a Dewey manual to go by.

Charge-outs. Charge-outs are very important to a filing system. A charge-out guide indicates the subject or name of the folder to be taken, the date taken, the name of the clerical person taking the material

and the name of the professional person for whom it is taken. The charge-out system will vary with the filing system of the division. Ask about the charge-out system before removing materials from any file.

Central file. A central file with a folder for each high school district and for each county superintendent's office is maintained. This is located in the Division of Transportation. The purpose of the central file is to provide information to every professional staff member so that he may quickly bring himself up to date.

Duplicating Processes

Use of Multilith and mimeograph machines. The Department maintains both a Multilith and Gestetner mimeograph machine in the shipping room. Primarily, the Multilith machine is to be used for the majority of all work being done. Both sides of the paper are to be used unless permission is otherwise granted. The masters or stencils are prepared in the individual divisions and a copy of the reproduced material is placed in the central file for such materials. Any questions arising as to the priority of materials to be reproduced will be handled by the Assistant Superintendent for Administration.

Centralized printing. When extra long runs of materials are to be reproduced or it is necessary that materials be placed on metal plates, the work must be done in the Centralized Printing Office.

A requisition blank must accompany the master or stencil to be reproduced by the Centralized Printing Office. This is made out by the person responsible for assigning the identification number on an order blank furnished by the Centralized Printing Office. The stencil and requisition are taken to the Central Printing Office by the shipping clerk and the finished materials are picked up by him.

Identification number. Any material to be reproduced is assigned an identification number and a record is kept of all material reproduced. (This record is kept by one person assigned to this duty.) The number assigned must be typed on the master or stencil in the upper left-hand corner of the first page before a run is made. All materials must be approved by one of the administrative staff members, such approval to be made only after first having been approved by the head of the division. Reruns must also be approved and recorded, but may carry the same number so long as no changes are made on the master or stencil; otherwise, a new number must be assigned. Runs of 1,000 or more must have the approval of the Assistant Superintendent for Administration.

The person assigning the number must keep a record of the subject of the reproduced materials, to whom distributed (such as to the

school board members or superintendents or county superintendents), the number of masters or stencils, the number of copies to be run, and whether the job is to be charged to one of the Titles of the National Defense Education Act.

The identification numbers are assigned as follows: separate classification numbers for areas of State Superintendent, Instruction and Administration; major number for each classification will be the date (month and year) followed by an "O" for State Superintendent, "I" for Instruction, and "A" for Administration. Examples: 861 O, 861 I, and 861 A. Major classification number is followed by a number and by a letter designating appropriate division.

State Superintendent - "O"

IRP - Instructional Research and Publications

Administration - "A"

AF - Administration and Finance

SLP - School Lunch Program

SP - Surplus Property

TR - Transportation

V - Veterans' Education

DP - Data Processing

Instruction - "I"

AEI - Advanced Education and Instructional Services

SE - Special Education

S - Supervision

VE - Vocational Education

For example: 861 O - IIRP would be the number assigned to the first master or stencil in the area of the State Superintendent and prepared by the Instructional Research and Publications Division in August, 1961. The number assigned to the first master or stencil in the area of Instruction and prepared by the Special Education Division in August, 1961, would be 861 I - 1SE. The number assigned to the first master or stencil in the area of Administration and prepared by the School Lunch Division in August, 1961, would be 861 A - 1SLP.

If a bulletin is to be revised, it should carry the original number and a new number is assigned which has the prefix "Rev."

If a preliminary draft is to be run before final completion, the prefix "Prelim 1" etc., is assigned and a record kept of all such preliminary drafts.

Gestefax machine. The Gestefax is an electronic machine which produces a facsimile on a special type of stencil. It is especially used in our Department for the reproduction of charts and pictures, although most types of materials may be reproduced. The materials should carry an identification number the same as other reproduced materials.

Stencils may be made for reproduction on the Multilith and the Gestetner mimeograph machine. Single copies may also be reproduced.

Certain persons in the Administration and Finance Division have been trained to operate this machine.

Spirit duplicator. A spirit processing machine is in the shipping room. One girl from each division should be assigned to learn to operate this machine. The materials thus duplicated will not carry an identification number. However, it is necessary that a record be kept of such masters used for each title of the National Defense Education Act (number of masters and number of copies reproduced). This process is primarily for materials for inter-office use and should be limited to 50 or 60 copies.

Modified letterhead pattern. The following modified form of letterhead is used by all divisions on masters or stencils. There may be an exception to this in some cases. Such situations will be infrequent and must have the approval of the State Superintendent.

State of Iowa
DEPARTMENT OF PUBLIC INSTRUCTION
Paul F. Johnston, Superintendent
Des Moines 19

Printing. There are certain bulletins, forms, and brochures, which are sent to private companies to be printed. This material must also be approved by one of the administrative staff members, such approval to be made only after first having been approved by the head of the division. A requisition is prepared by the person assigned this duty on blanks furnished by the Printing Board and is signed by the Assistant Superintendent for Administration. The requisition is forwarded to the Printing Board along with eleven copies of the material to be printed. (Corrections need be made on only one copy and this should be marked "Copy.") The Printing Board has a contract for letterhead, envelopes and postal cards, but all other printing will be sent out for bids. When new materials are to be printed, it is necessary to send only one copy of the typewritten materials to the Printing Board; but, if there are forms or bulletins similar in composition, copies should be included with the typewritten materials.

The State Printing Board usually meets on the second Friday of each month. On Board lettings, it usually takes 40 to 60 days for delivery after the contract is awarded. All work that must be awarded by the State Printing Board should be in that office 10 days prior to the meeting.

FOR ALL ORDERS AMOUNTING TO OVER \$750, THE AWARD MUST WAIT FOR A MEETING OF THE STATE PRINTING BOARD. On orders for an amount less than \$750, a week is required to get bids from contractors and usually takes from 3 to 5 weeks after the contract is let for delivery.

General pattern of names, titles, etc., to be used on bulletins, brochures, and other publications released by the Department of Public Instruction. This pattern applies to printed Multilith, Gestefax and mimeograph materials. See appendix for pattern.

Supplies

In general, most of the supplies that we use in this Department are supplied from the Store Room of the Executive Council. To obtain supplies it is necessary for the Department to requisition them. The requisition is made out on forms furnished by the Executive Council and signed by the Assistant Superintendent for Administration, or in his absence may be signed by other members of the administrative staff.

Each division head should appoint one person to be responsible for all supplies in that division. This person should make up a list of supplies that the division will need for the week. These should be secured on Monday morning. The list for each division should be taken to the person in charge of the central supply room of the Department. It is requested, if at all possible, that these supplies be obtained between 10:30 a. m. and noon. If necessary, additional supplies may be drawn on Thursday morning. It should be indicated on the list if any of the supplies are drawn for one of the titles of the National Defense Education Act.

The Executive Council Supply Room must receive the requisition by noon on Monday and Thursday in order to make delivery on Tuesday and Friday, respectively.

Office Equipment

Desks, office equipment and other supplies peculiar to some particular need have to be requisitioned on an order for special purchases through the Executive Council and requires its approval. The requisition must give specifications, bidding prices and other pertinent data.

The purchase of equipment and supplies is the responsibility of the Assistant Superintendent for Administration. The requisition is prepared by the person appointed to order all supplies and must be delivered to the Executive Council by noon on Thursday if it is to be considered at the Council meeting to be held on the following Monday.

FOR ALL ORDERS AMOUNTING TO OVER \$100 - THE APPLICANT MUST WAIT FOR A MEETING OF THE EXECUTIVE COUNCIL TO BE HELD. IN ORDER TO BE HELD AT AN AMOUNT LESS THAN \$100, A WEEK IS REQUIRED TO GET THE ORDER FROM CONTRACTORS AND USUALLY TAKES FROM 2 TO 3 WEEKS FROM THE DATE OF THE ORDER.

General Information: The order is to be sent to the person in charge of the purchase of supplies and must be accompanied by the requisition of the person in charge of the purchase of supplies. This person should be given a copy of the requisition immediately.

Requisition: In general, most of the supplies that we use in this Department are supplied from the State Fund of the Executive Council. To obtain supplies it is necessary for the Department to request them. The requisition is made out on forms furnished by the Executive Council and signed by the Assistant Superintendent for Administration. It is also possible that other members of the Administrative Staff may be asked to sign the requisition.

Each Division should submit its requisition to the Assistant Superintendent for Administration in that Division. This person should make a list of supplies that the Division will need for the week. The requisition should be submitted on Monday morning. The list for each Division should be submitted to the person in charge of the central supply system of the Department. It is requested that all requisitions be submitted by 12:00 noon on Monday morning. Requisitions submitted after this time will not be considered. It should be indicated on the requisition if the supplies are drawn for the use of the National District Administration.

The Executive Council should receive the requisition by noon on Monday and Tuesday morning to make delivery on Tuesday and Friday, respectively.

Order Requisition

Each office equipment and other supplies person in charge should have to be requisitioned on an order for supplies. The requisition should be submitted to the Executive Council and require the approval of the Executive Council and require the approval of the Executive Council. The requisition should be submitted to the Executive Council and require the approval of the Executive Council.

Chapter VI

PHYSICAL ASPECTS

Library and Curriculum Materials Center

The Department of Public Instruction has a Library and Curriculum Materials Center located in the Division of Advanced Education and Instructional Services under the direct supervision of the Consultant for Curriculum Development. All books and materials in it are for the use of anyone in the Department - professional and clerical.

Other people from over the state may use these materials as reference guides in the office, but they are not yet ready to be checked out to them.

The Center has books of fiction, textbooks, and professional books and magazines. It also has brochures from many sources, courses of study from other states, encyclopedias, and other books pertaining to education and general subjects.

There are two persons in the Division of Advanced Education and Instructional Services in charge of checking the books and other materials out and in. The borrower's name and the date checked out are written on a card which is kept in a check-out file until the material is returned.

In order for the center to be of the most value, the materials and books must be carded and classified. This must be done by the person in charge as there is a place for every book and pamphlet. The Center is a valuable source of information for Department members. To keep it neat and useful, it is necessary for everyone to cooperate and abide by the rules.

The small room associated with the Center may be used for small conferences if cleared with the person in charge to avoid conflicts. It is not very feasible to have more than six in a meeting at one time in this room.

Steps are being taken to card and classify all library-type materials received and owned by the entire Department. The master card file in the Center will then indicate for each item the division where it is shelved and from which it may be checked out.

Equipment for Professional Use

The rule for using the following equipment is to check it out with the person in charge of supplies. The borrower's name and the date are written on a card when the equipment is checked out and the date written on the card when it is returned. It is emphasized that no one should help himself to any of this equipment, but always follow the rule

of checking it out with the proper person as this eliminates much confusion. It is also important that equipment be returned promptly after the borrower has finished using it. We have the following equipment:

- 1 - 4" x 5" Anniversary Model Speed Graphic Camera
with synchronized flash
- 1 - Spencer Opaque Projector
- 1 - Ampro Compact 16 mm. Movie Sound Projector
- 1 - 37" x 50" Radiant Screen
- 1 - Viewlex 35 mm. Filmstrip and Slide Projector
- 1 - La Belle Maestro # II Synchronized Tape Recorder -
35 mm. Slide Projector
- 4 - Webcor Tape Recorders
- 2 - Glendex Speech Master Lecterns with carrying case
- 1 - Podium
- 1 - Flannel Graph with Tripod, 36" x 48"
- 1 - Large Wood Easel
- 1 - Zeiss Ikon Camera
- 1 - Thermofax Overhead Projector
- 1 - Bausch & Lomb Projector 35 mm.
- 1 - 50" x 50" Screen
- 1 - Lorán Viewer

Office Equipment for Use of All Divisions

There is some office equipment that can be used, if needed, by any division in the Department. This equipment and its location is as follows:

- *1 - Addressograph Machine for auto-
matically addressing envelopes,
imprinting forms and mailing strips,
and high speed listing Shipping Room

*Four persons have been assigned to address all envelopes for the Department - two from the divisions under the direction of the Assistant Superintendent for Instruction and two from the divisions under the direction of the Assistant Superintendent for Administration. One of these two is to be responsible for addressing the envelopes for the divisions in her section. In case the person directly responsible is absent or not available at the time, the second person will do the job. It would be very seldom that both girls in either of the two sections would be unavailable. If this should be the case, one of the other girls in the other section would be asked to address the envelopes.

- 1 - Binding Machine, GBC,
Electric (Spiral Binder) Administration and Finance
- 1 - Collator, Thomas, 16 Compart-
ments (for assembling bulletins,
etc.) Vocational Education
- 4 - Copyholders, 12" Line-A-Time . . Administration and Finance (2) ✓
Advanced Education & Instruc. (2)
- 1 - Copyholder, 30" Line-A-Time . . . Administration and Finance
- 1 - Copy Machine, Thermofax, Heat
Reproduction (paper to be obtained
from DPI Supply Room) Surplus Property
- 2 - Cutters, Paper Advanced Education & Instruc.
Vocational Education
- 1 - Drawing Board, 22" x 31" Administration and Finance
- 1 - Drawing Table, Wood Administration and Finance
- 1 - Duplicator, Standard Spirit Shipping Room
- 2 - Gatherers, Evans (16 pages) Administration and Finance
- * 1 - Graphotype Machine for producing
metal plates to be used in the
Addressograph Machine Shipping Room
- 1 - Jogger, Paper (to form even edges) Vocational Education

*The following sets of Addressograph plates are made:

- Chief State School Officers
- County Superintendents
- City Superintendents
- Secretaries of School Boards
- School Districts by name and code number

There are certain plates for specialized use of individual divisions. Plates should be returned to the proper drawer and kept in order. All plates are made by assigned persons.

- 1 - Lettering Machine, Varigraph
(with Templets and Boardlock
T-Square) Administration and Finance
- 2 - Mimeoscope Administration and Finance
Vocational Education
- 1 - Punching Machine, GBC,
Electric Administration and Finance
- 1 - Scale, Postage (5 lb.) Mail Desk
- 1 - Seal, Board of Public Instruction Advanced Education & Instruc.
- 1 - Seal, Department of Public
Instruction Advanced Education & Instruc.
- 2 - Staplers, Electric Supervision
Vocational Education
- 2 - Staplers, Heavy Duty Shipping Room
- * 1 - Stencil-making Machine,
Gestefax, Electronic Administration and Finance
- 3 - T-Squares, 24 1/2", 32" and 38" Administration and Finance
- 2 - Tables, Assembly Supervision
Vocational Education
- 1 - Transcopy Machine, Remington
Rand Duplex Chemical Process
Reproduction Advanced Education & Instruc.
- 1 - Typewriter, 26" carriage Administration and Finance
- ** 1 - Typewriter, Flexowriter,
Automatic Tape-Operated Advanced Education & Instruc.

*Operated by assigned persons. Should be used for specialized type of work.

**To be used only by those who have been given instruction for its use.

* 1 - Typewriter, Justewriter
Recorder, Automatic Tape-
Operated Administration and Finance

* 1 - Typewriter, Justewriter
Reproducer (even margins)
Automatic Tape-Operated. Administration and Finance

Permission for use of any of the above equipment may be obtained from the division in which it is located.

Conference Room

The Department of Public Instruction has a conference room located near the main entrance to the Department. It is to be used for any meetings and will accommodate 12 to 15 people comfortably. If anyone wishes to use this room, he is to make reservations for its use with the receptionist at the information desk in the main office. It is suggested that you inform her as to type of meeting and a list of the people planning to attend.

There is a reversible chalkboard on standards, 3 1/2' x 5', located in this room.

There are other conference rooms in the building that may be obtained by calling the individual departments for permission of their use.

Shipping Room

A shipping room is maintained for the use of the Department. When large shipments are to be mailed, you should address your label by typewriter, attach to the material, and take to the shipping room for the clerk to wrap and mail.

The Gestetner Stencil Duplicator and Multilith Machines are located in the shipping room and are operated by the shipping clerk.

A supply cart is located in the hall just outside the shipping room door which may be used by anyone who needs it if it is available. Please check with the shipping clerk before using this cart.

* To be used only by those who have received instructions for its use.

Chapter VI

PET PEEVES

(on the lighter side)

Secretaries

Wouldn't it be nice if a supervisor would:

1. Advise of "last minute" changes in itinerary.
2. When leaving the office, be sure to advise where he can be reached and approximately when he will return.
3. Avoid "last minute" jobs that could be done earlier. (No one works at his best under pressure.)
4. After placing a phone call, not leave the office.
5. Let the secretary get needed materials from the files and see that it is returned.
6. Speak clearly when dictating.
7. Let the secretary place long distance calls (or know about them) so she will be informed.
8. Inform you of any anticipated calls.

Supervisors

Wouldn't it be nice if a secretary would:

1. Be at her desk when needed.
2. Be careful about details.
3. Not come in late every morning.
4. Not feel exempt from office rules.
5. Be lady-like at all times.
6. Be quiet and reserved.
7. Admit errors and mistakes when called to her attention.
8. Avoid office cliques and gossip.

APPENDIX

General Pattern of Names, Titles, etc., to be Used on Bulletins, Brochures
and Other Publications Released by the Department of Public Instruction
after January 2, 1964.

State of Iowa
DEPARTMENT OF PUBLIC INSTRUCTION
Des Moines, Iowa

STATE BOARD OF PUBLIC INSTRUCTION

C. W. ANTIES, West Union (President)
DELMAR F. BUSSE, Oakland (Vice President)
SHERMAN W. HIRSCHLER, Fairfield
C. E. JUDD, Thompson
LESTER D. MENKE, Calumet
MRS. JAMES SHANNAHAN, Des Moines
MRS. VIRGIL E. SHEPARD, Allison
JOHN D. WARIN, Maloy
MRS. OTHA D. WEARIN, Hastings

DEPARTMENT OF PUBLIC INSTRUCTION

ADMINISTRATION

PAUL F. JOHNSTON, Superintendent of Public Instruction and
Executive Officer of State Board of Public
Instruction
DAVID H. BECHTEL, Administrative Assistant
W. T. EDGREN, Assistant Superintendent - Administration
L. N. JENSEN, Assistant Superintendent - Instruction

(List the Director of the Division and
the Names and Titles of Other Staff
Members of the Division Appropriate
to the Publication.)

Prepared by:

(If credit for authorship is desired,
give the name of the author and title
or members of the production committee
and titles.)

CORRECT SALUTATIONS

A CONDENSED SELECTION IN FREQUENT PRESENT USE

All salutations are listed in the order of decreasing formality

Aurner's Letter Guide



By ROBERT R. AURNER, Ph. D.

Vice President, Management Consultant Division, SCOTT, INCORPORATED

Formerly Professor of Business Administration in the University of Wisconsin, and Member of the Lecture Bureau, 1930-1948; and Dean of the College of Commerce, Biarritz American University (Army University Centre No. Two), Biarritz France 1945-1946; Management Counsel to leading business organizations. Dr. Aurner is the author of twelve books, the most recent of which is **Effective Communication in Business, with Management Emphasis** (Cincinnati and New York: Southwestern Publishing Co., Inc.).

The Armed Forces

General Nathan F. Twining
Chairman of the Joint Chiefs of Staff
United States Armed Forces
Washington 25, D. C.

General Lyman L. Lemnitzer
Chief of Staff
United States Army
Washington 25, D. C.

Admiral Arleigh A. Burke
Chief of Naval Operations
Navy Department
Washington 25, D. C.

General Thomas D. White
Chief of Staff
United States Air Force
Washington 25, D. C.

Sir:
My dear Sir:
Dear Sir:
My dear General White:
Dear Admiral Burke:

Special Note I: In the case of Lieutenant General, Major General, Brigadier General, Vice Admiral, Rear Admiral, follow the same form as in addressing a full General or Admiral; using one of the salutations shown above. Use the salutation **My dear General** (or **Admiral**) **Blank**, if you wish to use the surname in the salutation; **NOT My dear Major General Blank**; **NOT Dear Rear Admiral Blank**. The same rule applies in forming the salutation for Lieutenant Colonel (Army) and Lieutenant Commander (Navy).

Special Note II: In case of Colonel, Major, Captain, Lieutenant (Army); and Captain, Commander, Lieutenant, Lieutenant (J. G.), and Ensign (Navy):

For army, air force, marine, navy, or coastguard officers of these ranks, liberal current practice approves a salutation using the appropriate designation of rank or title. Examples:

Dear Colonel Royce:
Dear Captain White:
Dear Commander Lee:
Dear Lieutenant Grant:

Enlisted Man: Army

Private George T. Sheffield (Army Serial Number)
Company G, 169th Infantry
APO 711, Care of Postmaster
New York, New York

Dear Sir:
My dear Mr. Sheffield:
Dear Mr. Sheffield:
Dear George: (Personal)

Enlisted Man: Marine Corps

Private Arthur G. Westinghouse, USMC
U. S. Marine Corps Unit No. (Insert Number)
Care of Postmaster
San Francisco, California

Dear Sir:
My dear Mr. Westinghouse:
Dear Mr. Westinghouse:
Dear Art: (Personal)

Enlisted Man: Navy

John M. White, Seaman First Class
(Naval Unit or Vessel)
Care of Postmaster
New York, New York

Dear Sir:
Dear Mr. White:
Dear Jack: (Personal)



Washington, D. C.

The President
The White House
Washington 25, D. C.

Sir:
To the President:
Mr. President:
Dear Mr. President:

The Speaker of the House
of Representatives
Washington 25, D. C.

Sir:
My dear Sir:
Dear Sir:
Mr. Speaker:
My dear Mr. Speaker:
Dear Mr. Speaker:

The Honorable Earl Warren
Chief Justice of the Supreme Court
of the United States
Washington 18, D. C.

Sir:
Mr. Chief Justice:

The Honorable Christian A. Herter
Secretary of State
Washington 25, D. C.

Sir:
My dear Sir:
Dear Sir:
My dear Mr. Secretary:
Dear Mr. Secretary:

Senator James D. Wilson
The United States Senate
Washington 25, D. C.

Sir:
My dear Sir:
Dear Sir:
My dear Mr. Senator:
My dear Senator:
Dear Senator Wilson:

Representative Joseph Manning
The House of Representatives
Washington 25, D. C.

Sir:
My dear Sir:
Dear Sir:
My dear Representative Manning:
Dear Representative Manning:
My dear Mr. Manning:
Dear Mr. Manning:



Educators

President Franklin T. Armstrong
The University of Chicago
Chicago 37, Illinois

My dear Sir:
Dear Sir:
My dear President Armstrong:
Dear President Armstrong:

Dean Arthur L. Rogers
The College of Business
University of Iowa
Iowa City 3, Iowa

My dear Sir:
Dear Sir:
My dear Dean Rogers:
Dear Dean Rogers:

Doctor of Philosophy (or Laws, or Medicine)

Dr. Richard L. French (or, to man and wife)
Dr. and Mrs. Richard L. French
4210 Mandan Crescent
Madison 5, Wisconsin

My dear Sir:
Dear Sir:
My dear Dr. French:
Dear Dr. French: (and)
Dear Dr. and Mrs. French:

Professor (in a College or University)

Professor Neville Hughes
Department of Chemistry
University of Wisconsin
Madison 5, Wisconsin

My dear Sir:
Dear Sir:
My dear Professor Hughes:
Dear Professor Hughes:

Note: It is preferable not to abbreviate the word PROFESSOR.

Note on Titles: When the person addressed holds several titles, as one from academic distinction, one from character of profession, and one from elective office, use the highest title. Example:

Academic distinction: Doctor of Philosophy
Character of Profession: Professor of Chemistry

Elective office: Presidency of a university. The title to be used in this instance: **President**.



Churchmen

PROTESTANT FAITH

Bishop

Reverend Bishop B. H. Ralston
Bishop of the Northern Area
Methodist Episcopal Church
St. Paul 15, Minnesota

Dear Sir:
My dear Bishop Ralston:
Dear Bishop Ralston:

Clergyman

The Reverend W. B. Waltham
2001 Park Avenue
Cleveland 10, Ohio
(or, if a doctor of divinity)
The Reverend Dr. W. B. Waltham, etc.

Reverend Sir: (formal)
My dear Sir:
Dear Sir:
My dear Mr. (or Dr.) Waltham:
Dear Mr. (or Dr.) Waltham:

Note: It is preferable not to abbreviate the word REVEREND.

ROMAN CATHOLIC HIERARCHY

To His Holiness Pope
Most Holy Father:
Your Holiness:
His Eminence Francis Cardinal Spellman
St. Patrick's Cathedral
481 Fifth Avenue
New York 22, New York
Your Eminence:
My Lord Cardinal: (to Cardinals of foreign countries)

Archbishop or Bishop

Most Reverend Albert G. Meyer
2000 West Wisconsin Avenue
Milwaukee 3, Wisconsin
Your Excellency:

Monsignor

The Right Reverend Monsignor
Matthew L. Newell
12 Madison Place
Albany 8, New York
Right Reverend and dear Monsignor:

Priest

Very Reverend W. R. Rand (or)
The Reverend W. R. Rand
164 Lansing Place
Mobile 11, Alabama
Dear Reverend Father:

Sister

Sister Mary Priscilla
St. John's School
459 Cass Street, North
Trenton 4, New Jersey
Dear Sister:

JEWISH FAITH

Rabbi

Rabbi S. W. Reiner (or)
The Reverend S. W. Reiner
(Place specified address here)

Reverend Sir: (formal)
My dear Sir:
Dear Sir:
My dear Rabbi Reiner:
Dear Rabbi Reiner:



Accepted Salutations

In order of decreasing formality

For Men

For Women

Sir:	Madam:
My dear Sir:	My dear Madam:
Dear Sir:	Dear Madam:
My dear Mr. Lee:	My dear Mrs. Lee:
Dear Mr. Lee:	Dear Mrs. Lee:
My dear Lee:	My dear Miss Lee:
Dear Lee:	Dear Miss Lee:
My dear John:	Plural
Dear John:	Mesdames (or) Ladies:



Complimentary Closes

In order of decreasing formality

Respectfully yours,	Yours sincerely,
Yours respectfully,	Sincerely,
Respectfully submitted,	Cordially yours,
Very truly yours,	Yours cordially,
Yours very truly,	Cordially,
Very sincerely yours,	Faithfully yours,
Yours very sincerely,	Yours faithfully,
Sincerely yours,	Faithfully,

(The last three are of recent development.)

Compliments of

KEITH FENTON, President

E. O. FENTON, President Emeritus

AMERICAN INSTITUTE OF BUSINESS

Grand at Tenth

CH 4-4221

Des Moines 7, Iowa

Iowa's most distinguished business school

: (Punctuation Made Easy) :

USE THE COMMA

,

1. To point off a subordinate clause preceding its principal clause (clauses often introduced by words like *if*, *unless*, *since*, *because*, etc.). "If he comes in today, please welcome him."
2. To separate co-ordinate clauses joined by one of the pure conjunctions (*and*, *but*, *for*, *or*, *neither*, *nor*).
3. To point off an introductory phrase containing a verb. "To finish the work, they used a calculating machine."
4. To point off a dependent word or word group that breaks the direct continuity of the sentence.
5. To point off parenthetical words, phrases, and clauses.
6. To point off words or word groups used in a series when there are at least three units.
7. To point off words used in direct address or in explaining other words. "We are glad, Mr. Wright, that you could be here."
8. To point off sentence elements that might be wrongly joined in reading if there were no commas.
9. To separate numbers (7,891,000).
10. Before a short quotation. "He said, 'Let's go home.'"

USE THE SEMICOLON

;

1. Between independent groups containing commas.
2. Between the members of a series of clearly defined units, upon each of which special emphasis is to be laid.
3. Between the members of a compound sentence when no conjunction is used. "He'll come today; he'll not come tomorrow."
4. Before such expressions as "namely," "viz.," "i. e.," "e. g.," "to wit."

USE THE COLON

:

1. After the salutation of a business letter. "Dear Mr. Thomas:"
2. Between two independent groups having no connecting word between them, the first group pointing forward to the second.
3. After forward-looking expressions.
4. Before a long quotation.
5. To separate hours and minutes when expressed in figures. (10:15 A.M.).

USE THE PERIOD

.

1. At the end of a sentence. "Come as soon as you can."
2. After all initials and after most abbreviations (F.O.B., Ltd., R. R. Ames. But: WPB, SEC).
3. Between dollars and cents expressed in figures. "\$97.50"

USE THE QUESTION MARK

?

1. After every direct question. "How many are coming?"
2. After a question in abbreviated form (What is your opinion of the Baltimore & Ohio? the Santa Fe? the Union Pacific?).
3. In parentheses (?) to denote doubt or uncertainty.

USE THE HYPHEN

-

1. To indicate the division of a word at the end of a line.
2. To join the parts of certain compound words. "Thirty-nine people attended the meeting."

“ ”
“ ”

USE QUOTATION MARKS

1. Before and after a direct quotation. "Hail and farewell."
2. To enclose the title of an article published in a periodical.
3. Single quotes are used to indicate a quotation inside a quotation. "He exclaimed, 'Wait for me!'"
4. In quotations of more than one paragraph, quotes are used at the beginning of each paragraph and at the end of the last paragraph.
5. When a quotation mark and another mark of punctuation occur together, follow these rules:
 - (a) Place the period or the comma always inside the quotation mark.
 - (b) Place the colon or the semicolon always outside the quotation mark.
 - (c) Put any other mark inside when it is part of the quotation; outside when it refers to the entire sentence, of which the quotation is only a part.

USE THE DASH

—

1. Sometimes for emphasis—to put a sharp stop in the path or to show a break in thought. "Wait—I've got another idea."
2. To set off parenthetical expressions with more than ordinary emphasis: "These binding contracts—and let no one underestimate their importance—must be fulfilled to the letter."

USE PARENTHESES

()

1. To enclose technical references; and numbers or letters in enumerations run into the text. "He plans (1) to write the chapter and then (2) to revise it."
2. To enclose parenthetical, explanatory, or supplementary material.
3. To enclose figures following amounts expressed in words. "Ten dollars (\$10.00)."

USE BRACKETS

[]

1. To insert something into the written material of another writer.
2. To enclose a parenthetical expression within material already in parentheses.

USE THE APOSTROPHE

' S

1. To indicate possession. "Sherman's book."
2. To indicate the omission of letters in a contraction. "They can't come."
3. To indicate the plural of abbreviations, letters, figures, and words. "Two 5's and three 9's."

USE OMISSION MARKS

• • •
OR
* * *

1. To signify the omission of letters or words in quoted material.
 - (a) Three marks or dots are used when the omitted portion does not end on a period.
 - (b) Four marks or dots are used when the omitted portion does end on a period.

USE THE EXCLAMATION MARK

!

1. After exclamatory sentences or expressions. "What a man!"

Qualities of a Good Secretary



Compiled from a survey among executives of nationally-known business firms; including General Motors, National Cash Register Company, Remington Rand, Inc., Sears Roebuck and Company, Universal Pictures, Aetna Life Insurance Company, General Electric Company, Swift & Company, and many others; also from the extensive experience of our Employment Department in filling Secretarial positions in many types of business firms.

These qualities refer to young men as well as to young women secretaries. While most companies employ young women secretaries, there are some firms which employ only young men secretaries.

- ★ **TRUSTWORTHINESS** . . . ability to keep confidential information.
- ★ **INITIATIVE** to act on own responsibility when necessary, and to do things without being told.
- ★ **ACCURACY AND SPEED** in taking and transcribing dictation; and **SKILL** in producing attractive work.
- ★ **KNOWLEDGE OF ENGLISH, PUNCTUATION, AND SPELLING.** This is the quality which business men most often find lacking.
- ★ **COURTESY AND TACT** in dealing with others, both customers and other office workers. These qualities are especially important in interviewing customers and answering the telephone.
- ★ **GOOD HEALTH AND ALERTNESS** as a result of proper exercise and sleep; on the job and wide-awake every day.
- ★ **A BROAD FOUNDATION** which will enable the secretary to become increasingly valuable as time goes by. This explains why a general education, as well as mechanical training, is valuable.
- ★ **A CHEERFUL DISPOSITION** which creates a pleasant office atmosphere. A ready smile, a spirit of harmony — no snobbishness.
- ★ **PROMPTNESS** in arriving at work; willingness to work overtime if necessary.
- ★ **GOOD TASTE IN DRESS;** presenting an appearance which is a credit to the office. Simplicity and neatness — no frills.
- ★ **A GOOD MEMORY** — ability to act as an "information bureau" when facts are needed; to relieve the employer of details so that he can concentrate on major plans and decisions. Ability to recognize the names and faces of customers.
- ★ **ORDERLINESS** in office routine; ability to find letters and papers quickly when they are wanted.

Be accurate and swift in handling dictation.



Be on time.

Accept overtime work cheerfully.



Keep healthy.

Exercise initiative—save your employer's time.



Compliments of

KEITH FENTON, *President*

E. O. FENTON, *President Emeritus*

AMERICAN INSTITUTE OF BUSINESS

Grand at Tenth CH 4-4221 Des Moines 7, Iowa

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Cautions for Secretaries



Don't tell business secrets.



Be mentally alert.

Don't let your attention wander.

- ★ **DON'T TELL BUSINESS SECRETS** to relatives, friends, or customers. The word "secretary" is derived from the Latin noun "secretum," a *secret*. Originally, a secretary was a confidant, a person who was entrusted with secrets. Much confidential information passes through her hands.
- ★ **DON'T OVERDRESS . . .** clothes, jewelry, or make-up. Good taste and conservatism inspire the greatest admiration.
- ★ **DON'T CHEW GUM** during office hours. It destroys your dignity.
- ★ **DON'T BE LATE.** There are too many punctual stenographers who would like to have your job.
- ★ **DON'T TAP YOUR PENCIL** on the desk, look out the window, or yawn while waiting for dictation. Be mentally alert.
- ★ **DON'T LIMIT YOUR VOCABULARY** to a few overworked words such as "swell," "cute," "grand," "Dearie," etc. Learn to use good English in your regular conversation.
- ★ **DON'T PERMIT PERSONAL TELEPHONE CALLS** or personal visitors to interrupt your work in the office. Such practices are simply *stealing time* from your employer.
- ★ **DON'T GOSSIP** with other employes during office hours. You are being paid to *work*.
- ★ **DON'T WATCH THE CLOCK,** nor cease to work a few minutes before closing time. Your employer expects value received for the salary he pays you.

150 WORDS OFTEN MISSPELLED IN BUSINESS LETTERS

abhorrent	capital	cynical	hemorrhage	perpetrator	soliciting
accessible	(city)	development	idiosyncrasy	personnel	stationary
accommodation	capitol	diaphragm	incredible	philosophize	(motionless)
advantageous	(building)	dietitian	infinitesimal	piazza	stationery
advisable	carburetor	diphtheria	irrelevance	plaque	(paper)
affirmative	catarrh	disseminate	irresistible	poinsettia	strenuous
aggregate	chameleon	dormitories	jeopardize	politician	subsidy
allege	chauffeur	drought	justifiable	possess	successor
analysis	chrysanthemum	ecclesiastical	khaki	precede	sumptuous
anonymous	commission	effigy	lightning	preceptor	supersede
anthracite	cinnamon	eloquence	linguist	prophecy	superstitious
antiquity	commitments	embarrass	liquefy	proprietor	susceptible
apparatus	conceivable	ennui	lucrative	psychology	synonym
appropriate	condescension	erroneous	macaroni	questionnaire	tariff
arid	confectionery	etiquette	malleable	rarefy	truly
asinine	congregation	exhilarate	maneuver	rebellion	tuberculosis
asparagus	connoisseur	exorbitant	martyr	receiving	undoubtedly
auxiliary	conscience	extirpate	mischievous	reliability	unnecessary
beneficiary	conscientious	extravagance	misspell	veille	unusually
beseech	continuity	facilities	obscene	rhyme	valuable
bilious	controllable	feasible	obsequy	routine	vicinity
bouillon	councilor (mem-	grievous	obsess	sanitary	victual
brochure	ber of council)	haphazard	oscillate	separate	villa
bullion	counselor	harass	palatable	sergeant	visible
canceling	(advisor)	harbinger	pantomime	similar	wherever
cantaloupe	criticism	heinous	partisan	simile	worrisome

Many of today's leading executives have advanced through Secretarial positions

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