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Survey of business firms located in New Britain and Hartford to determine occupational opportunities for graduates of the business departments in these areas.

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1961*

BOSTON UNIVERSITY  
SCHOOL OF EDUCATION

Thesis

SURVEY OF BUSINESS FIRMS  
LOCATED IN NEW BRITAIN AND HARTFORD  
TO DETERMINE OCCUPATIONAL OPPORTUNITIES FOR  
GRADUATES OF THE BUSINESS DEPARTMENTS IN THESE AREAS

Submitted by

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In partial fulfillment of the requirements for the  
degree of Master of Education

1961

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Sincere appreciation is expressed  
to Professor Lester I. Sluder for his  
valuable assistance and guidance in this  
study.

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## CHAPTER I

### INTRODUCTION

#### Statement of the Problem

The purpose of this study was to survey the business firms located in the New Britain and Hartford Metropolitan areas of Connecticut to determine the occupational opportunities available to graduates of business departments of local high schools. The information obtained will be useful in the educational and vocational guidance of students and in the revision of the business education curriculum.

#### Analysis of the Problem

For the purpose of obtaining a comprehensive understanding of the major problem, the following subordinate problems were formulated:

1. To determine the methods used in various firms in the recruitment of full-time personnel, such as, sources, testing procedures, interviews, speed standards for shorthand and typewriting, and beginning salaries
2. To determine the various job activities that are performed in bookkeeping, office machines, filing, general stenographic activities, and typewriting
3. To determine the deficiencies that are prevalent in high school business graduates with regard to skills, personality traits, and work habits

4. To ascertain if it is permissible to bring groups of high school students to visit these firms on field trips

5. To secure information concerning speakers that are available to address high school students

#### Delimitation of the Problem

This study was limited to firms located in the New Britain and Hartford Metropolitan areas of Connecticut. It included firms listed in the New Britain City Directory, the Hartford Chamber of Commerce, and the New England Manufacturers' Directory.

The study did not include information with regard to promotions, fringe benefits, and on-the-job training programs. Rather, it was limited to information needed by schools for the revision of the business curriculum and for the educational and vocational guidance of students.

#### Definition of Terms

To provide a common interpretation of the terms used in this study, the following definitions are set forth:

Curriculum. A systematic group of courses or sequences of subjects required for graduation

or certification in a major field of study.<sup>1</sup>

Educational Guidance. Guidance concerned with matters relating to school courses, curriculum, and school life.<sup>2</sup>

Occupational Survey. An investigation of an industry or of the occupations of an area to determine the need for and the status of labor and to gather other pertinent information.<sup>3</sup>

Field trip. A visit to an industrial or business establishment or other location of vocational interest by students in order that they may see workers on the job and acquire occupational information.<sup>4</sup>

#### Justification of the Problem

The business world of today which must keep pace with the wheels of progress makes it imperative for those engaged in education to be on the alert to assist the students to become competent and efficient members of modern society.

The purpose of business education is described aptly by Helen Green in the following statements:

1. Business education is economic education.
2. Business education is the adjustment of the individual to his business environment.
3. Business education is (1) training in those phases of business that concern every member of organized society and (2) specialized

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<sup>1</sup>Good, Carter V., Editor, Dictionary of Education, McGraw-Hill Book Co., Inc., New York, 1945, p. 149.

<sup>2</sup>Ibid., p. 194.

<sup>3</sup>Ibid., p. 403.

<sup>4</sup>Ibid., p. 169.

instruction for those who wish to become wage earners in specialized occupations.<sup>1</sup>

The training of business students in the adjustment to business environment, general clerical activities, and specialized instruction is the primary concern of business teachers. In order to accomplish this important task efficiently, it is essential that the curriculum be planned to meet current needs. This is quite forcefully stressed by Irene Place<sup>2</sup> in the following:

A functional curriculum is dynamic and ever-changing and in the case of training for office occupations should be atuned to current needs and practices. It should consider the needs of the particular community it serves.

The results of this study can be used effectively in the planning of a curriculum and in preparing students to meet the needs of the business world in an intelligent and efficient manner.

### Organization of the Study

Chapter I contains an introduction to the study including the statement and nature of the problem. Chapter II contains a review of related literature. The procedures followed in making this survey are presented in Chapter III.

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<sup>1</sup>Green, Helen H., "In Case You Get Around to Curriculum," Business Education World, June, 1959, p. 13.

<sup>2</sup>As quoted by Agnes T. Quill, Survey of 75 Businessmen in the Berlin-New Britain Area to Determine What the Businessman Expects of the Beginning Office Worker, Master's Thesis, Boston University, 1953, p. 3.

Chapter IV includes an analysis and interpretation of the data obtained from the various firms. The concluding chapter contains a summary of findings and recommendations for curriculum revision.

## CHAPTER II

### REVIEW OF RELATED LITERATURE

The Twentieth Century with its atomic power, jet propulsion, and electrical computers offers a challenge to all. To meet this challenge in an intelligent way, it is essential that teachers be aware of the demands which will be made on students of business education in the future.

The most effective means used to secure information concerning business requirements is a survey. The value of the survey is indicated by Dame and Brinkman<sup>1</sup> in the following paragraph:

Ignorance of occupational opportunities and requirements is inexcusable. Neither guidance workers nor teachers of business can intelligently perform their functions without accurate, up-to-date information regarding the occupational requirements of the immediate and surrounding community. Such information can be easily and readily secured by means of the occupational survey techniques. The professional business teacher will welcome the opportunity to make such a survey a reality in his own community.

The urgent need which exists to provide information concerning occupational opportunities is voiced by Fortin in the following:

Business education students are in

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<sup>1</sup>Dame, John F. and Brinkman, Albert R., Guidance in Business Education, South-Western Publishing Co., New York, 1954, p. 61.

need of occupational information which can provide them with an appropriate vocational goal. A real need exists to provide current occupational information regarding job benefits as well as job standards. The students should be aware of the demands they will have to meet. An overview of the office occupation field will not only provide the basis for an intelligent vocational choice, but also will help dispel the false, over-glamorized picture of office life often depicted by moving pictures and magazines.<sup>1</sup>

In reviewing carefully some of the studies of a similar nature that have been made, it is interesting to note the different factors stressed by businessmen in various localities.

In 1952, a study was made by Catherine E. Roche to determine the activities and duties most frequently performed by office workers for curriculum revision purposes at the New Bedford High School. When the returns from the survey were tabulated, they revealed the following interesting facts:

1. Seventy-four of the 80 respondents considered appearance to be the most important consideration in hiring new employees, and nine of these added the notation that the impression made during the personal interview was the determining factor.
2. The majority of respondents who had standards of proficiency considered 50 words per minute a minimum requirement for typing material of average difficulty.

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<sup>1</sup>Fortin, Laurent, The Construction of Two Units in Occupational Information for Business Education Students at East Hampton, Connecticut High School, Master's Thesis, Boston University, 1950, p. 13.

3. Honesty was the most important requirement for advancement in business, with accuracy considered next in importance, even before skill and speed.
4. The most common deficiencies noted in new employees were "Failure to check work for accuracy" and "Lack of ability to compose letters."
5. Only 18 or 23 per cent of the respondents indicated that their firms used employment tests.
6. Thirty-six per cent of the firms were willing to supply speakers for students, and 51 per cent were willing to permit field trips.<sup>1</sup>

Agnes T. Quill made a similar survey of 75 businessmen in the Berlin-New Britain Area of Connecticut in 1953. The major purpose of this study was to determine what the businessman expects of the beginning office worker. Some of the interesting findings were as follows:

1. A majority of office employees obtained positions by personal application.
2. The school placement service was used by 62 per cent of the firms to obtain employees.
3. Appearance was considered as a very important factor when hiring office employees by a total of 74 employers.
4. Thirty-five of the 75 businessmen used a stenographic, typewriting, or clerical employment test when hiring new employees.
5. Of the factors needing more emphasis, the ability to follow directions was the most frequently mentioned by the employers.

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<sup>1</sup>Roche, Catherine, Survey of Eighty New Bedford Business Firms and a Job-Activity Analysis of Employees in Selected New Bedford Businesses, Master's Thesis, Boston University, 1952, p. 92.

6. Typewriting speed was checked as needing more emphasis by one employer, whereas typewriting accuracy should be given more emphasis in the opinion of 30 employers.
7. Thirty-nine, or 52 per cent, of the employers indicated that they would be willing to speak to business students on pertinent subjects.
8. Forty-three employers in the Berlin-New Britain area allow students to visit their companies on field trips.<sup>1</sup>

In 1955, a survey was made by Catherine Delaney of the businessmen in Framingham and of the business graduates of Framingham High School to ascertain to what extent the business curriculum is meeting the needs of the graduates and businessmen in that area. A visit was made to each of the thirty firms who employed past graduates and a questionnaire was completed at each interview. The following findings were revealed by this study:

1. Twenty-nine of the employers participating in the study were men and women on the executive level.
2. Nineteen of the 30 business firms did not give pre-employment tests to prospective employees. However, of the 11 firms using them, the typewriting, shorthand, intelligence, and aptitude tests were the most frequently used tests.
3. There was no firm in Framingham which used the National Business Entrance Test sponsored by the National Office Managers' Association.

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<sup>1</sup>Quill, Agnes, Survey of 75 Businessmen in the Berlin-New Britain Area of Connecticut to Determine What the Businessman Expects of the Beginning Office Worker, Master's Thesis, Boston University, 1953, p. 14.

4. The requirements for beginning employees in typewriting was from 40 to 60 words per minute, and for shorthand the basic requirements were from 80 to 100 words per minute.
5. The high school was the most frequently used source to obtain employees. Newspaper advertisements were second, and the personal application was the third most frequently used source to obtain employees.
6. In requesting information regarding the employability of the graduates, the teachers' recommendations were most frequently used. More than half of the business firms requested information regarding the scholastic, personal, and attendance records.
7. Several suggestions were made by the businessmen for improving the business curriculum. The most significant of those suggested was a review of the arithmetic fundamentals in high school.<sup>1</sup>

A survey was made by Ida-Marie Betti in 1954, to determine some of the deficiencies of office employees in the greater Boston business firms. One hundred twenty-eight firms participated in the study and the results were as follows:

1. Of the 128 employers, 91 rely on placement agencies; 78 contact the schools directly; and 66 use newspaper advertising. Fifty-two consider applications as they are made; 49 acquire new employees upon the recommendations of persons already employed.
2. Appearance and training were most frequently listed as very important requisites for initial employment. Recommendations and grades were least frequently listed as either important or very important.

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<sup>1</sup>Delaney, Catherine, A Survey of Businessmen in Framingham, Massachusetts, and of Recent Business Graduates from Framingham High School to Determine the Effectiveness of the High School Business Curriculum, Master's Thesis, Boston University, 1955, p. 59.

3. Sixty-five, or 51 per cent, administer tests before hiring applicants. Sixty-three, or 49 per cent, do not rely on any form of test.
4. The following deficiencies were most frequently listed as very common: inability to compose letters, poor punctuation, inability to write legibly, and failure to check work for accuracy.
5. Deficiencies with regard to personality traits were: tardiness, tendency to waste time, lack of willingness to do little extras, poor grooming, lack of courtesy, and failure to get along with fellow employees.<sup>1</sup>

A very recent study was made by Sister Winifred Hall in 1959 to ascertain the occupational opportunities offered to the business graduate of local high schools by the business firms located on Boston's Route 128. The major findings of this study are presented as follows:

1. Thirty-eight firms hire between 1 and 14 new employees each year; nine hire between 15 and 29; and two hire between 30 and 44. Nine firms hire more than 44 new employees each year.
2. Newspapers were used most frequently as a means to secure new employees by 62 of the firms who answered the questionnaire. Recommendations and the Massachusetts Division of Employment were used by more than half the companies. High School placement was used by 39 firms, and the letter of application by 25 firms. Commercial agencies as a method of securing employees was added to the questionnaire by 18 employers.
3. Employment tests were used by 73 per cent of the firms responding. The test most frequently given was a typewriting test which was checked by 73 per cent of the respondents.

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<sup>1</sup>Betti, Ida-Marie, A Survey of 128 Greater Boston Business Firms to Determine Some of the Deficiencies of New Office Employees, Master's Thesis, Boston University, 1954, p. 37.

Stenography tests were used by 52 per cent of the firms, while clerical aptitude tests were given by 27 per cent of the employers.

4. The three requirements of greatest importance in obtaining employment in the firms responding were: general impression at the time of the interview which was noted by 79 per cent of the employers with appearance ranking second with 49 per cent considering this factor to be very important. The results of employment tests ranked third with 25 per cent stating that results were very important in choosing new employees.
5. One-third of the 85 respondents considered 40 to 49 words per minute a satisfactory speed for typing material of average difficulty, while another third required a speed of 50 to 59 words per minute from new employees.
6. Shorthand speed required by the firms was from 60 to 80 words per minute by 25 per cent of the respondents and 80 to 100 words per minute was required by another 25 per cent. Speed over 100 words per minute was required by only 14 of the 85 respondents.
7. Sixty-nine per cent of the respondents stated that initiative was the personality trait that should be given greater emphasis in high school. More than one-half of the respondents also checked accuracy, neatness, and ability to get along with others.<sup>†</sup>

The foregoing studies have stressed important facts of considerable interest to those who are entrusted with the training of business education students. They further

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<sup>†</sup>Sister Winifred Hall, Survey of Business Firms Located on Route 128 to Determine Occupational Opportunities for the Graduate of the Business Departments of Local High Schools, Master's Thesis, Boston University, 1959, p. 37.

prove that business teachers are aware of their responsibility to train students for the future and to provide occupational information relevant to the future prosperity of the student and society as a whole.

The procedures used in conducting the study are presented in Chapter III.

CHAPTER III  
METHODS OF PROCEDURE

This study was undertaken for the purpose of determining the occupational opportunities available to business students and in the revision of the business education curriculum. The following procedures were used in conducting this survey:

1. Similar surveys and studies in the field were reviewed for the purpose of obtaining a background for this study.
2. Subordinate problems were formed for the purpose of obtaining a clear understanding of the major problem.
3. A four-page questionnaire was drawn up for the purpose of obtaining the necessary information.
4. A letter of transmittal explaining the purpose of the survey accompanied each questionnaire.
5. The names of the business firms contacted were obtained from the Hartford Chamber of Commerce, the New Britain City Directory, and the New England Manufacturers' Directory.
6. A questionnaire and letter of transmittal were sent to 175 firms in the New Britain and Hartford Metropolitan areas.
7. A follow-up letter was sent to the firms not responding.
8. The data were tabulated and summarized.
9. Findings and recommendations were made based on the data received.

For the purpose of maintaining simplicity and clarity,

the questionnaire was designed so that in most instances questions could be answered by yes, no, or checkmarks. The instrument was presented to the Boston University Seminar of Business Education and it was revised in accordance with the suggestions given by this group.

A survey of literature was made to provide a background and to glean helpful information from leaders in the field.

Replies were returned by 102 firms, however, only 78 completed forms were received which could be used in the tabulations. The remaining 24 were returned blank accompanied by a letter explaining why they had not been completed. The explanations stated in substance that due to a very limited office force they felt they could not be of service.

The results of individual questions were tabulated and set up in tables which list the rank of each item answered as well as the number and per cent of firms answering the question. To facilitate ease in interpretation, per cents were presented to the nearest whole number.

The findings from the data were summarized and analyzed. Recommendations were then made for curriculum revision and suggestions for further study were presented.

CHAPTER IV  
ANALYSIS AND INTERPRETATION OF DATA

The results of this study to ascertain the occupational opportunities offered by firms located in New Britain and Hartford are tabulated and analyzed in the following pages.

TABLE I  
NUMBER AND PER CENT OF REPLIES RECEIVED  
FROM THE BUSINESS FIRMS OF HARTFORD AND NEW BRITAIN

Questionnaires	Number Reporting	Per Cent Reporting
Fully Completed	78	45
Partially Completed	24	14
Unanswered	73	41
Totals	175	100

During April, 1959, 175 questionnaires were mailed to business firms located in the New Britain and Hartford Metropolitan areas of Connecticut. Table I shows the number and per cent of returns. Seventy-eight were returned completed and were the only ones considered in the analysis

TABLE II  
 APPROXIMATE NUMBER  
 OF HIGH SCHOOL GRADUATES HIRED EACH YEAR

Approximate Number Hired Yearly	Number Reporting	Per Cent Reporting
1 - 14	45	58
15 - 29	6	8
30 - 44	4	5
45 - Over	7	9
Unanswered	16	20
Totals	78	100

and tabulation of data. Twenty-four, or 14 per cent, were returned partially completed. The firms that returned these questionnaires stated that due to a small office force they did not feel qualified to complete the questionnaire. The final tabulations showed that 102, or 59 per cent, of the firms had cooperated in the completion of the survey.

The first question on the check list requested information concerning the approximate number of high school graduates hired each year by the firms contacted. This information is summarized on Table II.

TABLE III  
METHODS USED TO SECURE NEW EMPLOYEES

Rank	Method Used	Number Reporting	Per Cent Reporting
1	Recommendations	51	65
2	Employment Agencies	48	62
3	Advertisements	47	60
4	High School Placement	36	46
5	Letter of Application	34	44

At the time of the study 45, or 58 per cent, of the respondents hired approximately 1 to 14 employees; and 6 hired from 15 to 29 employees. Four firms hired from 30 to 44; and 7 added more than 45 to their office force each year.

Sixteen firms did not answer because of insufficient data.

The sources used to secure new employees are shown in Table III. The most frequently used source was recommendations with 51, or 65 per cent, of the respondents checking this method. Employment Agencies were second with 48, or 62 per cent, making use of this procedure. Another source was advertisements with 47, or 60 per cent, utilizing this method. High School Placement

TABLE IV  
PRE-EMPLOYMENT TESTS USED BY BUSINESS FIRMS

Rank	Type of Test	Number Reporting	Per Cent Reporting
1	Typewriting	56	72
2	General Aptitude	40	51
3	Stenography	38	49
4	Intelligence Test	23	29
5	Arithmetic	22	28
6	English	9	12

Service provided employees for 36, or 46 per cent, of the firms; and 34, or 44 per cent, of the respondents used letters of application in hiring new employees.

Table IV indicates the kinds of pre-employment tests used by the respondents to this study. Typewriting tests were given most frequently with 56, or 72 per cent, of the firms reporting their use. General aptitude tests followed with 40, or 51 per cent, reporting that this type of test was used. Stenographic tests were administered by 38, or 49 per cent, of the firms. Next in frequency of use was the intelligence test with 23, or 29 per cent, stating that they used this type of test. Twenty-two firms administered arithmetic tests, and nine made use of English tests.

Other tests not listed on the questionnaire but mentioned by the various respondents were: a personality test, a comptometer test, and an employment test made out by The Psychological Corporation of New York.

The acceptance of a new employee is an important undertaking. The employers were requested to state their opinions with regard to the importance of general impression, appearance, recommendations of teachers and principals, conduct grades in high school, high school grades, employment test results, and any other requirements they considered of importance.

Table V states that 53, or 68 per cent, of the employers were of the opinion that the general impression at the initial interview was of major importance; while 25, or 32 per cent, considered it important. No respondent stated that this item was unimportant.

Appearance was considered very important by 32, or 41 per cent, of the employers. Forty-six, or 59 per cent, classified appearance as important; and no respondent labeled this item as unimportant.

Recommendations of teachers and principals appeared next with 31, or 40 per cent, of the respondents stating they considered such recommendations very important; while an equal number considered it important. One respondent regarded recommendations from this source as unimportant.

TABLE V  
IMPORTANCE OF REQUIREMENTS FOR INITIAL EMPLOYMENT\*

Requirements	Very Important		Important		Unimportant	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
General Impression	53	68	25	32	0	0
Appearance	32	41	46	59	0	0
Recommendations of teachers and principal	31	40	31	40	1	1
Conduct Grades in high school	26	33	37	47	3	4
High School Grades	23	29	48	62	3	4
Employment Test results	20	26	42	54	3	4

\*Arranged according to the frequency of the (Very Important) replies.

Conduct grades received in high school were considered very important by 26, or 33 per cent, of the firms; and 37, or 47 per cent, indicated that they were important. Three employers stated they considered conduct grades unimportant.

High school grades were considered very important by 23, or 29 per cent, of the firms; and 48, or 62 per cent, regarded them as important. Three checked them as unimportant.

Employment tests results were judged very important by 20, or 26 per cent, of the respondents; and 42, or 54 per cent, considered them important. Three judged them unimportant.

Other requirements not included on the check list but added by the respondents were good physical condition, good school attendance, low tardiness record, references from past employers, and experience.

The practical-minded individual is usually concerned with the question of the salary to be paid for his services. Therefore, in order to have this information on hand for potential office workers, the employers were asked to state the starting salary offered by the firm to current high school graduates for various positions.

The salaries that were available at the time of the study are shown on the following pages.

TABLE VI  
 BEGINNING SALARY  
 FOR STENOGRAPHERS

Amount	Number Reporting	Per Cent Reporting
\$40 - \$44	5	6
\$45 - \$49	14	18
\$50 - \$54	35	45
\$55 - \$59	7	9
\$60 - \$64	0	0
\$65 - Over	6	8
Unanswered	11	14
Totals	78	100

Table VI shows that more than 75 per cent of the firms offered salaries ranging from \$40 to \$59. No firms paid \$60, but 8 per cent paid \$65 and over.

This question, concerning beginning salaries for stenographers, was not answered by 11, or 14 per cent, of those who responded. The principal reason given was that they did not hire current high school graduates for stenographic positions.

TABLE VII  
 BEGINNING SALARY  
 FOR GENERAL OFFICE CLERKS

Amount	Number Reporting	Per Cent Reporting
\$40 - \$44	18	23
\$45 - \$49	25	32
\$50 - \$54	24	31
\$55 - \$59	3	4
\$60 - \$64	1	1
\$65 - Over	1	1
Unanswered	6	8
Totals	78	100

Table VII indicates that 92 per cent of the firms responding quoted beginning salaries for general office clerks. Eighty-six per cent paid salaries ranging from \$40 to \$54. Only 6 per cent of the respondents offered \$55 to \$65 and over for this type of service. Six of the respondents did not quote a salary for general office clerks.

TABLE VIII  
BEGINNING SALARY FOR TYPISTS

Amount	Number Reporting	Per Cent Reporting
\$40 - \$44	11	14
\$45 - \$49	23	30
\$50 - \$54	28	36
\$55 - \$59	1	1
\$60 - \$64	3	4
\$65 - Over	1	1
Unanswered	11	14
Totals	78	100

Sixty-seven firms reported on beginning salaries for typists. This information is summarized in Table VIII. Eighty per cent of the firms responding offered salaries ranging from \$40 to \$54, and 6 per cent offered from \$55 to \$65 and over to beginning typists. Fourteen per cent of the respondents failed to answer this question. This was remarkable since statistics show that the majority of firms hire high school graduates as typists.

TABLE IX  
BEGINNING SALARY FOR BOOKKEEPERS

Amount	Number Reporting	Per Cent Reporting
\$40 - \$44	7	9
\$45 - \$49	16	21
\$50 - \$54	24	31
\$55 - \$59	1	1
\$60 - \$64	3	4
\$65 - Over	3	4
Unanswered	24	30
Totals	78	100

Fifty-four of the firms responding quoted beginning salaries for bookkeepers. This information is shown in Table IX. The salary range for this type of work was from \$40 to over \$65. Sixty-one per cent offered salaries between \$40 and \$54, and nine per cent were willing to pay between \$55 and \$65 or over for beginning bookkeepers. Thirty per cent of the firms did not quote salaries for beginning bookkeepers since they did not hire current high school graduates for this type of position.

TABLE X  
 TYPEWRITING SPEED  
 REQUIRED FOR EMPLOYMENT

Speed	Number Reporting	Per Cent Reporting
35 - 39	2	3
40 - 49	22	28
50 - 59	19	24
60 - 69	9	12
Unanswered	26	33
Totals	78	100

Employment requirements vary somewhat according to the standards prescribed by different business concerns. In order to ascertain the degree of skill expected from the high school graduate, the employers were asked to specify what they considered to be an acceptable speed for typing.

Table X states that 55 per cent of the firms were satisfied with a speed range from 35 to 59 words per minute. Twelve per cent required speed from 60 to 69 words per minute. Twenty-six firms stated emphatically that they rated accuracy of more value than speed.

TABLE XI  
 SHORTHAND SPEED  
 REQUIRED FOR EMPLOYMENT

Speed	Number Reporting	Per Cent Reporting
60 - 80	12	15
80 -100	29	37
100 -120	4	5
Unanswered	33	43
Totals	78	100

Table XI lists the speed requirements for shorthand dictation.

Fifteen per cent of the firms considered 60 to 80 words per minute adequate shorthand speed. Thirty-seven per cent required a speed of 80 to 100 words per minute, and 5 per cent expected a speed of 100 to 120 words per minute to qualify for a stenographic position.

The national average for shorthand speed quoted by the Bureau of Labor Statistics was 80 to 100 words per minute. The table above shows that most of the respondents maintained standards similar to other employers across the country. Thirty-three firms did not answer this question since they did not employ high school graduates for this work.

The primary purpose of business education is to prepare individuals to meet the demands of the business world in an intelligent and efficient manner. To do this in a systematic and practical way, it is essential that educators know what these requirements are. Since employers themselves are the individuals who make the standards, they were requested to check the job activities expected of new employees in book-keeping, operation of office machines, filing activities,

TABLE XII  
JOB ACTIVITIES IN BOOKKEEPING  
EXPECTED OF NEW EMPLOYEES

Rank	Activity	Number	Per Cent
1	Posting	46	59
2	Figuring and checking invoices	36	46
3	Billing	34	44
4	Working on payroll	22	28
5	Preparing trial balance	11	14
6	Journalizing	10	13
7	Operating a checking account	8	10
8	Reconciling the bank statement	7	9
9	Preparing financial statements	2	3

stenographic and secretarial activities, and typing activities.

The job activities in bookkeeping are arranged according to frequency in Table XII of the preceding page.

Forty-six, or 59 per cent, of the firms required that new employees have some facility in posting. Thirty-six, or 46 per cent, checked figuring and checking invoices as a duty performed by new employees, and 34, or 44 per cent, expected employees to perform billing operations. Knowledge of payroll procedures was required by 22, or 28 per cent. Eleven, or 14 per cent, expected a knowledge of the steps in preparing a trial balance. Ability to journalize was expected by 10, or 13 per cent, of the firms. Eight, or 10 per cent, expected employees to operate a checking account. Another activity required by 7, or 9 per cent, was the reconciliation of the bank statement. The last activity in rank was preparing the financial statements. This was listed by 2, or 3 per cent, of the firms.

The office machines which new employees were expected to operate are listed in Table XIII according to frequency. At the time of the study, the ten-key adding machine was the most frequently used as reported by 46, or 59 per cent. The calculator ranked second with 42, or 54 per cent, of the respondents stating that the ability to use this machine was essential. Knowledge of the operation of a mimeograph

TABLE XIII  
 THE OFFICE MACHINES  
 WHICH NEW EMPLOYEES ARE EXPECTED TO OPERATE

Rank	Machine	Number	Per Cent
1.0	Ten-Key Adding Machine	46	59
2.0	Calculator	42	54
3.0	Mimeograph	34	44
4.0	Full-keyboard adding listing machines	31	40
5.5	Bookkeeping machine	29	37
5.5	Comptometer	29	37
7.0	Liquid duplicator	27	35
8.0	Billing machine	15	19

was reported by 34, or 44 per cent. Thirty-one, or 40 per cent, required a knowledge of full-keyboard adding listing machines. The operation of a bookkeeping machine and a comptometer was expected by 29, or 37 per cent. Ability to operate a liquid duplicator was required by 27, or 35 per cent; and the working of billing machines was listed by 15, or 19 per cent, of the respondents.

Machines not listed on the check list, but required by several firms were the Multilith and the Addressograph.

TABLE XIV  
THE FILING ACTIVITIES  
EXPECTED OF NEW EMPLOYEES

Rank	Activity	Number	Per Cent
1	Filing material	64	82
2	Sorting and coding material	50	64
3	Cross referencing	47	60
4	Keeping a follow-up file	46	59
5	Transferring files	43	55

Table XIV presents the filing activities required by employers in order of frequency. The most frequently performed activity was filing material as stated by 64, or 82 per cent, of the firms. Sorting and coding material was listed by 50, or 64 per cent, of the respondents. Another activity expected of new employees was cross referencing, which was checked by 47, or 60 per cent. Forty-six, or 59 per cent, of the respondents expected employees to keep a follow-up file; while the transferring of files was listed by 43, or 55 per cent, of the firms.

TABLE XV  
STENOGRAPHIC AND SECRETARIAL ACTIVITIES  
EXPECTED OF NEW EMPLOYEES

Rank	Activity	Number	Per Cent
1	Handling incoming and outgoing telephone calls	67	86
2	Taking dictation and transcribing	60	77
3	Transcribing from recording machines	46	59
4	Receiving callers	41	53
5	Making appointments and reservations	40	51
6	Ordering supplies	31	40
7	Composing letters at typewriter	26	33
8	Taking dictation over telephone	14	18
9	Taking dictation at typewriter	13	17

The stenographic and secretarial activities expected of new employees are set up according to frequency in Table XV. Sixty-seven, or 86 per cent, required the handling of incoming and outgoing telephone calls. Taking dictation in shorthand and transcribing was listed by 60, or 77 per cent, of the firms. Forty-six, or 59 per cent, of the respondents stated as a required duty the transcribing from recording

machines. The next duty in frequency checked by 41, or 53 per cent, of the firms was receiving callers. Making appointments and reservations was required by 40, or 51 per cent, of the firms; and 31, or 40 per cent, expected new employees to order supplies. Twenty-six, or 33 per cent, of the respondents stated composing letters at the typewriter was a necessary skill; while 14, or 18 per cent, listed taking dictation over the telephone. The last ranking activity was taking dictation at the typewriter, which was specified by 13, or 17 per cent, of the respondents.

Since typing activities play a major role in office work, it seemed appropriate to include them in this study. Table XVI gives a detailed picture of typing activities expected of new employees in the various firms.

Addressing envelopes was stated by 65, or 83 per cent, of the participants in this survey. Sixty-one, or 78 per cent, included the typing of letters and reports from long-hand as a typing requirement. Filling in forms and typing cards, together with the typing of form letters ranked next with 57, or 73 per cent. Closely following these were the typing from rough drafts which was checked by 56, or 72 per cent, of the concerns. Fifty-five, or 71 per cent, required the typing of interoffice communications; and the typing of multiple carbons was required by 53, or 68 per cent, of the

TABLE XVI  
 TYPEWRITING ACTIVITIES  
 EXPECTED OF NEW EMPLOYEES

Rank	Activity	Number	Per Cent
1.0	Addressing envelopes	65	83
2.0	Typing letters and reports from longhand	61	78
3.0	Filling in forms, typing cards, typing form letters	57	73
4.0	Typing from rough drafts	56	72
5.0	Typing interoffice communications	55	71
6.0	Typing multiple carbons	53	68
7.5	Preparing stencils	48	62
7.5	Typing statements, bills, and invoices	48	62
9.0	Preparing masters	37	47

firms. The preparing of stencils and the typing of statements, bills, and invoices was required by 48, or 62 per cent, of the respondents; and the preparing of masters was checked by 37, or 47 per cent, of the participants in this study.

During the past decade personnel managers of both large and small firms have spoken at numerous conventions deploring the deficiencies of new office workers. In order to ascertain the deficiencies found in current business graduates of the New Britain and Hartford areas, the questionnaire included a section in which the respondents were asked to check the deficiencies found in high school graduates. The knowledge of these defects should enable the business teacher to lay more stress on certain skills that businessmen believe need extra attention. This information is summarized in Table XVII.

Poor spelling was the most outstanding weakness as signified by 52, or 67 per cent, of the respondents.

Fifty-one per cent of the employers stated that recent graduates lacked the ability to write good English.

Insufficient knowledge of arithmetic was checked by 41 per cent of the respondents.

Between 30 and 40 per cent of the firms stated as deficiencies the inability to answer the telephone correctly, poor penmanship, and lack of ability to speak good English.

The inability to type rapidly and accurately, inadequate knowledge of filing, and insufficient knowledge in the use of office machines were designated as deficiencies by almost one-third of the firms.

TABLE XVII  
DEFICIENCIES IN SKILLS  
OF HIGH SCHOOL GRADUATES

Rank	Deficiencies	Number	Per Cent
1	Poor Spelling	52	67
2	Lack of ability to write good English	40	51
3	Insufficient knowledge of arithmetic	32	41
4	Inability to answer telephone correctly	31	40
5	Poor penmanship	29	37
6	Lack of ability to speak good English	24	31
7	Inability to type rapidly and accurately	22	28
8	Insufficient knowledge of filing	20	26
9	Insufficient knowledge of office machines	15	19
10	Insufficient knowledge of bookkeeping and record keeping	11	14

Eleven, or 14 per cent, of the concerns noted that new employees had insufficient knowledge of bookkeeping and record keeping.

TABLE XVIII  
PERSONALITY DEFICIENCIES  
FOUND IN HIGH SCHOOL GRADUATES

Rank	Deficiencies	Number	Per Cent
1	Tendency to waste time	36	46
2	Lack of initiative	35	45
3	Lack of interest in work	27	34
4	Poor attendance	26	33
5	Failure to produce neat, attractive work	20	26
6	Tardiness	18	23
7	Inability to follow directions	12	15
8	Poor grooming	6	8
9	Inability to get along with other employees	4	5

Employers were asked to state personality deficiencies they noticed in high school graduates, and this information is summarized in Table XVIII.

Tendency to waste time was reported by 36, or 46 per cent, and lack of initiative was listed by 35, or 45 per cent of the respondents.

TABLE XIX  
FIRMS WHICH EMPLOY STUDENTS ON PART-TIME BASIS

	Number	Per Cent
1 - 5	20	26
6 - 10	4	5
11 - 15	0	0
16 - 20	3	4
Over	2	3

One-third of the respondents felt that high school graduates lacked initiative and had poor attendance records.

The remaining deficiencies in order of frequency were failure to produce neat work, tardiness, inability to carry out directions, poor grooming, and inability to get along with other employees.

The questionnaire requested those firms which employ students on a part-time basis to signify the number of students by means of a check. Table XIX lists this information.

At the time of the study, 20, or 26 per cent, hired from one to five; four, or five per cent, hired from 6 to 10; three, or four per cent, employed from 16 to 20; while two, or three per cent, hired over 20 students on a part-time basis.

TABLE XX  
 FIRMS INTERESTED IN RECEIVING A LIST  
 OF CERTIFIED BUSINESS GRADUATES

Reply	Number Reporting	Per Cent Reporting
Yes	36	46
No	42	54
TOTALS	78	100

The prospective employers were asked if they were interested in receiving a list of certified business graduates. The results of this question are tabulated in Table XX.

Thirty-six, or 46 per cent, replied in the affirmative. These firms were located for the most part in the New Britain area and assumed that such a list would be valuable in the selection of future employees. However, 42, or 54 per cent, responded in the negative. The latter stated their lack of interest was due to transportation problems. A list of the firms interested in receiving a list is given in Appendix C.

TABLE XXI  
 FIRMS WILLING TO PERMIT  
 STUDENTS TO VISIT ON FIELD TRIPS

Reply	Number Reporting	Per Cent Reporting
Yes	51	65
No	27	35
Totals	78	100

Field trips to organizations have been recognized in recent years as a practical means for business to point out what it expects and offers to the student, and for the student to observe current business practices. This acquaintanceship knowledge of business is of inestimable value to students. For this reason, employers were asked to indicate whether or not they were willing to permit a group of students to visit their firms. Table XXI lists this information.

Fifty-one, or 65 per cent, of the firms allowed field trips, and 27, or 35 per cent, did not permit them.

Some of the firms who answered in the negative expressed the regret that arranging field trips was not possible because the size of the plant was not conducive to field trips. A list of the firms granting the privilege of visiting their plants is given in Appendix C.

TABLE XXII  
FIRMS WILLING TO PROVIDE SPEAKERS

Reply	Number Reporting	Per Cent Reporting
Yes	43	55
No	35	45
Totals	78	100

Representatives from business who come to schools to speak to seniors about employment opportunities are considered very helpful since they are able to convey first-hand knowledge of business to students. For this reason, employers were asked to state whether or not they offered such a service to schools.

Table XXII shows that 43, or 55 per cent, of the firms contacted by questionnaire were willing to provide a speaker, and 35, or 45 per cent, were unwilling to do so. A list of the firms who provide such a service to the high schools is given in Appendix C.

A summary of the findings of this study and recommendations for curriculum revision based on these findings may be found in Chapter V.

## CHAPTER V

### SUMMARY OF FINDINGS AND RECOMMENDATIONS

The main purpose of this study was to determine the occupational opportunities offered to the business graduates of local high schools by the business firms located in the New Britain and Hartford Metropolitan areas of Connecticut. The major findings of this study are presented in the following pages.

The findings with reference to the recruitment of new personnel at the time of the study were as follows:

1. Fifty-eight per cent of the firms hired from 1 to 14 new employees each year; eight per cent hired from 15 to 29; and five per cent hired from 30 to 44 each year. The remaining 20 per cent stated that they did not hire new employees each year because of the nature of their work.

2. Recommendations were used most frequently as a means to secure new employees by 65 per cent of the firms. Employment agencies and advertisements were used by more than half of the companies, and 46 per cent made use of high school placement agencies. Forty-four per cent used letters of application as a means of securing employees.

3. Pre-employment tests were used by the respondents as follows: Typewriting tests were administered by 72 per cent; general aptitude tests by 51 per cent; stenography tests by 49 per cent; and more than one quarter of the firms

used intelligence tests and arithmetic tests.

4. The requirements considered most important for initial employment and the percentage responding were as follows: General impression at the time of the interview, 68 per cent; appearance, 41 per cent; and recommendations of teachers and principals, 40 per cent.

5. Salaries for beginning stenographers, general office clerks, typists, and bookkeepers ranged from \$40 to \$64 a week. Six per cent of the respondents paid \$65 or over as a beginning salary to stenographers. One per cent of the respondents paid \$65 or over to general office clerks and typists; and three per cent of the employers paid \$65 or over to beginning bookkeepers.

6. One-third of the respondents considered 35 to 49 words per minute an acceptable speed for typing, while another third required a speed of 50 to 69 words per minute from new employees. The remaining third did not list any speed requirements but simply stressed accuracy.

7. The shorthand speed required by 15 per cent of the employers was from 60 to 80 words per minute, and a speed of 80 to 100 words per minute was expected by 37 per cent. A shorthand speed over 100 words per minute was required by only 5 per cent of the firms. Forty-three per cent of the firms did not state any designated speed in shorthand because they used the dictaphone machine.

The job activities required by employers of beginning office workers as shown by the questionnaires are given below:

8. The bookkeeping activities performed by new employees included posting, 59 per cent; figuring and checking invoices, 46 per cent; billing, 44 per cent; working on payroll, 28 per cent; preparing the trial balance, 14 per cent; journalizing, 13 per cent; operating a checking account, 10 per cent; reconciling the bank statement, 9 per cent; and preparing financial statements, 3 per cent.

9. The office machines which new employees were expected to operate were: the ten-key adding machine, 59 per cent; calculator, 54 per cent; mimeograph, 44 per cent; full-keyboard adding listing machine, 40 per cent; bookkeeping machine and comptometer, 37 per cent each; liquid duplicator, 35 per cent; and billing machine, 19 per cent.

10. The filing activities expected of new employees were: filing material, 82 per cent; sorting and coding material, 64 per cent; cross referencing, 60 per cent; keeping a follow-up file, 59 per cent; and transferring files, 55 per cent.

11. Stenographic and secretarial activities performed by new employees included the following: handling telephone calls, 86 per cent; taking dictation and transcribing, 77 per cent; transcribing from recording machines, 59 per cent;

receiving callers, 53 per cent; making appointments and reservations, 51 per cent; ordering supplies, 40 per cent; composing letters at typewriter, 33 per cent; taking dictation over the telephone, 18 per cent; and taking dictation at the typewriter, 17 per cent.

12. The typewriting activities performed by new employees included the following: addressing of envelopes, 83 per cent; typing letters and reports from longhand, 78 per cent; filling in forms, typing cards, and typing form letters, 73 per cent; typing from rough drafts, 72 per cent; typing interoffice communications, 71 per cent; typing multiple carbons, 68 per cent; preparing stencils, statements, bills, and invoices, 62 per cent; and preparing masters, 47 per cent.

13. The skills in which high school graduates were found to be deficient were the following: spelling 67 per cent; lack of ability to write good English, 51 per cent; insufficient knowledge of arithmetic, 41 per cent; inability to answer the telephone correctly, 40 per cent; poor penmanship, 37 per cent; lack of ability to speak good English, 31 per cent; inability to type rapidly and accurately, 28 per cent; insufficient knowledge of filing, 26 per cent; and insufficient knowledge of office machines, 19 per cent.

14. The personality traits and work habits that employers felt should be given more emphasis in high school were the following: tendency to waste time, 46 per cent; lack of

interest in work, 34 per cent; poor attendance, 33 per cent; failure to produce neat, attractive work, 26 per cent; tardiness, 23 per cent; and inability to follow directions, 15 per cent.

The last section of the questionnaire was made up of a series of miscellaneous questions, the findings from which are stated as follows:

15. Forty-six per cent of the firms were interested in receiving a list of certified business graduates.

16. Sixty-five per cent of the firms were willing to permit students to visit their plants on field trips.

17. Fifty-five per cent were willing to provide speakers to address high school students.

#### Recommendations

1. The most frequently used source for securing new employees was recommendations. This should be brought to the attention of students so that they will be trained to realize that conscientious employees always receive good recommendations.

2. Since typewriting tests ranked highest in the pre-employment tests, teachers should acquaint students with the requirements of the tests. Sample tests should be procured and distributed freely to create a familiar atmosphere for students who are potential employees.

3. Many of the respondents considered the general impression made at the time of the initial interview very important. This indicated that provision should be made in the curriculum for representatives from business concerns to speak to the students so as to acquaint them with what is expected at the time of their first interview.

4. Posting ranked highest in the job activities in bookkeeping and the preparing of financial statements was rated in the lowest section. This points to the fact that more stress should be placed on the teaching of posting and possibly an acquaintanceship knowledge of financial statements.

5. Ten-key adding machines play an important role in the life of many office workers. For this reason the school budgets should make adequate provision for supplying the necessary equipment.

6. The secretarial activity which was checked most frequently by the employers was the handling of incoming and outgoing telephone calls. Adequate practice in this activity could be supplied by accepting the generous offer of the telephone company to install a telephone unit in schools for a period of time.

7. Poor spelling was a deficiency found by many of the participants in this study. If drills in spelling were made an essential part of a daily warm-up in every office practice

class and correlated with typing warm-ups, this deficiency would soon become extinct.

#### Suggestions for Further Study

A survey should be made of the firms in the New Britain and Hartford areas of Connecticut to determine the fringe benefits, promotions, and salary schedules. A study should also be made of the deficiencies of beginning office workers. This study would help to ascertain how well schools are fulfilling the needs of the business firms in New Britain and Hartford, and would be of value in the revision of the business education curriculum.

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SAINT THOMAS AQUINAS CONVENT  
60 Sheffield Street  
New Britain, Connecticut

April, 1959

Dear Sir:

I am making a survey of 175 New Britain and Hartford business firms for the purpose of determining the occupational opportunities offered to the business graduates of these areas.

Your company has been selected as one of the representative business organizations to participate in this study. The information you can supply will be very valuable in the revision of our business education program.

Will you please answer the enclosed questionnaire. We shall appreciate any additional comments you may wish to make on any phase of the study.

I wish to thank you in advance for your participation in this study.

Very truly yours,

Sister Alice Louise  
S.N.D.

OCCUPATIONAL OPPORTUNITIES OFFERED TO THE BUSINESS GRADUATES  
IN THE NEW BRITAIN AND HARTFORD AREAS OF CONNECTICUT

A. General Information

1. Name of firm \_\_\_\_\_
2. Address of firm \_\_\_\_\_
3. Type of business \_\_\_\_\_
4. Name of person completing questionnaire \_\_\_\_\_
5. Title of person completing questionnaire \_\_\_\_\_

B. Recruitment of Full-Time Personnel

1. Approximately how many high school business graduates does your firm employ each year? \_\_\_\_\_
2. What sources are used to secure these employees?
  - \_\_\_\_\_ a. Advertisements
  - \_\_\_\_\_ b. Employment agencies
  - \_\_\_\_\_ c. High school placement service
  - \_\_\_\_\_ d. Letters of application
  - \_\_\_\_\_ e. Recommendations made by other employees
  - \_\_\_\_\_ f. Other (Please state.) \_\_\_\_\_
3. Please indicate the types of employment tests which are used in selecting employees.
 

_____ a. English test	_____ d. shorthand test
_____ b. Intelligence test	_____ e. typewriting test
_____ c. General aptitude test	_____ f. arithmetic test
_____ g. Other (Please state.) _____	

4. Please check the importance of each of the following items when considering a person for employment.

	very imp.	imp.	unimp.
a. General impression from interview	_____	_____	_____
b. Appearance	_____	_____	_____
c. Grades obtained in high school	_____	_____	_____
d. Conduct grades obtained in high school	_____	_____	_____
e. Employment test results	_____	_____	_____
f. Recommendation of teachers and/or principal	_____	_____	_____
g. Other (Please state.) _____	_____	_____	_____

5. What starting salary does your firm offer to high school business graduates in the following types of positions:

Stenographic position	General clerk	Typist	Bookkeeper
<input type="checkbox"/> a. \$40-\$45	<input type="checkbox"/> a. \$40-\$45	<input type="checkbox"/> a. \$40-\$45	<input type="checkbox"/> a. \$40-\$45
<input type="checkbox"/> b. \$45-\$50	<input type="checkbox"/> b. \$45-\$50	<input type="checkbox"/> b. \$45-\$50	<input type="checkbox"/> b. \$45-\$50
<input type="checkbox"/> c. \$50-\$55	<input type="checkbox"/> c. \$50-\$55	<input type="checkbox"/> c. \$50-\$55	<input type="checkbox"/> c. \$50-\$55
Other (Please state.) _____			

6. What do you consider to be an acceptable speed for employment for applicants in each of the following areas?

a. typewriting: \_\_\_\_\_ words per minute  
 b. shorthand: \_\_\_\_\_ words per minute

C. Duties of High School Graduates

Which of the following job activities do you expect new employees to perform?

1. Bookkeeping:

a. reconciling the bank statement  
 b. billing  
 c. journalizing  
 d. posting  
 e. working on payroll  
 f. preparing the trial balance  
 g. preparing the financial statements  
 h. operating a checking account  
 i. figuring and checking invoices and statements  
 Other (Please state.) \_\_\_\_\_

2. Operation of Office Machines:

a. Comptometer  
 b. Ten-Key adding machine  
 c. Full-keyboard adding listing machines  
 d. Calculator  
 e. Bookkeeping machine  
 f. Liquid duplicator  
 g. Mimeograph  
 h. Billing machine  
 Other (Please state.) \_\_\_\_\_

## 3. Filing activities:

- a. Sorting and coding material
  - b. Cross referencing
  - c. Filing material
  - d. Keeping a follow-up file
  - e. Transferring files
  - Other (Please state.) \_\_\_\_\_
- 

## 4. Stenographic and Secretarial Activities:

- a. Taking dictation in shorthand and transcribing
  - b. Composing letters at the typewriter
  - c. Transcribing from recording machines
  - d. Handling incoming and outgoing telephone calls
  - e. Receiving callers
  - f. Ordering supplies
  - g. Taking dictation over telephone
  - h. Taking dictation at typewriter
  - i. Making appointments and reservations
  - Other (Please state.) \_\_\_\_\_
- 

## 5. Typing activities:

- a. Addressing envelopes
  - b. Typing letters and reports from longhand
  - c. Typing from rough drafts
  - d. Typing multiple carbons
  - e. Preparing masters for liquid duplicator
  - f. Preparing stencils
  - g. Typing statements, bills, invoices
  - h. Typing interoffice communications
  - i. Filling in forms and typing cards
  - j. Typing form letters
  - Other (Please state.) \_\_\_\_\_
- 

## D. Deficiencies of High School Business Graduates

Which of the following deficiencies have you noticed in high school business graduates employed by your firm?

## 1. Skills:

- a. lack of ability to speak good English
- b. lack of ability to write good English
- c. inability to answer the telephone correctly
- d. poor spelling
- e. poor penmanship
- f. Insufficient knowledge of the simple arithmetic processes

- g. inability to type rapidly and accurately
  - h. Insufficeint knowledge of bookkeeping and record keeping
  - i. insufficient knowledge of filing
  - j. insufficient skill in the use of office machines
  - Other (Please state.) \_\_\_\_\_
- 

2. Indicate the deficiencies of graduates with regard to personality traits and work habits:

- a. inability to get along with other employees
  - b. poor attendance
  - c. poor grooming
  - d. tardiness
  - e. tendency to waste time
  - f. lack of interest in work
  - g. lack of initiative
  - h. inability to follow directions
  - i. failure to produce neat, attractive work
  - Other (Please state.) \_\_\_\_\_
- 

#### E. Part-Time Employment

1. How many high school students does your firm presently employ on a part-time basis? \_\_\_\_\_

#### F. Miscellaneous

1. Are you interested in receiving a list of names and addresses of certified business graduates of St. Thomas Aquinas High School, New Britain?

yes \_\_\_\_\_; no \_\_\_\_\_

2. Would you permit visits of small groups of business students to your firm?

yes \_\_\_\_\_; no \_\_\_\_\_

3. Would you provide representatives from your company to speak to our business students?

yes \_\_\_\_\_; no \_\_\_\_\_

4. The St. Thomas Aquinas High School Guidance Department will appreciate any additional suggestions that you may wish to make concerning the preparing of students for business.

APPENDIX B  
A LIST OF THE FIRMS  
THAT RESPONDED TO THE QUESTIONNAIRE

---

The following list gives the name and address of each firm responding to the questionnaire, the type of business, and the name and title of the person answering the questionnaire.

BERLIN

\*The Berlin Construction Company, Inc.  
Berlin  
Manufacturers of structural steel fabricators  
Mr. C. B. Baldwin, President

BLOOMFIELD

The Allen Mfg. Company  
Dudley Town Road  
Manufacturers of socket screws  
Mr. A. J. Bunda, Personnel Manager

The Kaman Aircraft Corporation  
Old Windsor Road  
Manufacturers of helicopters  
Mr. Louis Dowd, Office Manager

BRISTOL

Associated Spring Corporation  
18 Main Street  
Manufacturers of springs  
Mr. Herbert Sonstroem, Employment Manager

COLLINSVILLE

The Collins Company  
Collinsville  
Manufacturers of tools  
Mr. Howard Follert, Secretary

\*No opportunities for high school graduates

## DANIELSON

Danielson Federal Savings & Loan Association  
84 Main Street  
Savings & Loans  
Mr. D. B. Starkweather, Treasurer

## EAST HARTFORD

United Aircraft Corp.  
400 Main Street  
Manufacturers of aircraft engines  
Mr. William Gwinn, President

## ELMWOOD

Holo-Krome Screw Corp.  
Brook Street  
Manufacturers of screws  
Mr. Thomas Casey, Director of Industrial  
Relations

## GLASTONBURY

The Glastonbury Bank & Trust Company  
2461 Main Street  
Banking  
Mr. B. Floyd Turner, President

## HARTFORD

Addressograph & Multigraph Corp.  
631 Farmington Avenue  
Manufacturers of addressing & duplicating  
equipment and supplies  
Mr. John Miller, Branch Manager

Aetna Life Insurance Company  
151 Farmington Avenue  
Insurance  
Mr. Michael Cordera, Personnel Specialist

American Mutual Liability Insurance Company  
50 Lewis Street  
Insurance  
Miss Katherine Meyer, Supervisor

\*Atlantic Screw Works, Inc.  
85 Charter Oak Avenue  
Manufacturers of screws  
Mr. Newell Johnson, Superintendent

\*No opportunities for high school graduates

- \*Bauer & Company, Inc.  
844 Windsor Street  
Manufacturers of temperature controls  
Mr. William Kirby, President
- \*Becher & Eitel, Inc.  
63 Asylum Street  
Hand bindery & gold stamping  
Miss Katherine Thornell, Secretary
- \*Billings & Spencer Company  
One Laurel Street  
Manufacturers of dye making tools  
Mr. J. Ahern, President
- \*Burnham & Brady, Inc.  
34 Burnside Avenue  
Manufacturers of candy  
Mr. H. Brady, President
- Connecticut Bank & Trust Company  
900 Cottage Grove Road  
Insurance  
Mr. James Wallace, Vice-President
- Connecticut General Life Insurance Company  
805 Main Street  
Insurance  
Mrs. Eleanor Simpson, Employment Interviewer
- Crum & Forster Insurance Company  
251 Trumbull Street  
Insurance  
Mr. William Shea, Claims Manager
- Dime Savings Bank of Hartford  
65 Pearl Street  
Savings  
Miss Helen Kelly, Secretary
- Emhaer Mfg. Company  
333 Homestead Avenue  
Manufacturers of automatic machinery  
Mr. C. Sault, Manager
- Emhart Mfg. Company  
85 Homestead Avenue  
Manufacturers of steel fabrication  
Mr. Royal Cowles, Personnel Manager
- \*No opportunities for high school graduates

Gray Mfg. Company  
16 Arbor Street  
Manufacturers of electronics  
Mr. Norman Marker, Director of Personnel

Guardia Life Insurance Company  
650 Farmington Avenue  
Insurance  
Mr. John Fay, Manager

\*Hanson-Whitney Company  
169 Bartholomew Avenue  
Manufacturers of machine tools  
Mr. L. Whitney, President

\*Hart Mfg. Company  
110 Bartholomew Avenue  
Manufacturers of switches and pilot lights  
Mr. George Hart, President

Hartford Fire Insurance Company  
690 Asylum Avenue  
Insurance  
Miss Eileen Norton, Employment Interviewer

Hartford National Bank & Trust Company  
777 Main Street  
Commercial Banking & Trust Services  
Mr. Robert Filon, Vice-President

Insurance Company of North America  
410 Asylum Avenue  
Insurance  
Mr. James Hitchcock, Manager

M. H. Rhodes, Inc.  
30 Bartholomew Avenue  
Manufacturers of timing devices  
Mr. G. Saulnier, Personnel Manager

Manufacturers' Life Insurance Company  
111 Pearl Street  
Life insurance  
Mr. Donald Heatherton, Secretary

Mechanics Savings Bank  
80 Pearl Street  
Savings  
Mr. H. Stedman, Assistant Vice-President

\*No opportunities for high school graduates

Metropolitan Life Insurance Company  
945 Asylum Avenue  
Life Insurance  
Mr. J. Fahnerty, Manager

New York Life Insurance Company  
212 Washington Street  
Life, Health and Accident Insurance  
Mr. David Kylo, Office Manager

Phoenix Mutual Life Insurance Company  
79 Elm Street  
Life Insurance  
Miss Dorothy Tennett, Manager

Prudential Insurance Company  
161 Washington Street  
Life Insurance  
Mr. Harry Winer, Manager

Putnam Company  
6 Central Row  
Brokers & Dealers  
Mr. Leo Stockwell, Manager

Remington Rand Division of Sperry Rand  
210 Washington Street  
Office Equipment Sales & Service  
Mr. Philip Perry, Manager

Riverside Trust Company  
90 Pearl Street  
Banking  
Mr. John Cook, Treasurer

Royal McBee Corporation  
150 New Park Avenue  
Manufacturers of Office Machines  
Mr. M. Scufason, Personnel Supervisor

Society for Savings  
31 Pratt Street  
Mutual Savings  
Miss Harriet Swanson, Personnel Officer

State Savings Bank  
39 Pearl Street  
Savings  
Mr. Ralph Chapin, President

- \*The Connecticut Valley Mutual Ins. Company  
95 Woodland Street  
Insurance  
Mr. Neal O'Connell, President
- The Hanson-Whitney Company  
169 Bartholomew Avenue  
Manufacturers of small tools  
Mr. E. Dickenson, Superintendent
- The Hart Mfg. Company  
110 Bartholomew Avenue  
Manufacturers of Electrical Controls  
Mr. E. Bulkeley, Personnel Manager
- \*The Hartford Courant  
285 Broad Street  
Newspaper  
Mr. Henry Conland, Vice-President
- The Hartford Electric Light Company  
266 Pearl Street  
Public Utility  
Mrs. Alice Brophy, Employment Supervisor
- \*The National Cash Register Company  
638 Asylum Avenue  
Manufacturers of Registers  
Mr. D. Remaley, Branch Manager
- \*The Security-Connecticut Life Ins. Company  
410 Asylum Street  
Insurance  
Mr. J. Allen, Personnel Manager
- The South End Bank & Trust Company  
157 Main Street  
Banking  
Mrs. Adelaide Wasowski, Assistant Treasurer
- The Travelers Insurance Company  
700 Main Street  
Insurance  
Mr. Osborne Lawes, Personnel Assistant
- \*The Wiremold Company  
Hartford  
Manufacturers of Fluorescent Lighting Fixtures  
Mr. John Murphy, President
- \*No opportunities for high school graduates

Underwood Corporation  
 581 Capitol Avenue  
 Office Machines  
 Mr. R. Holmes, Employment Supervisor

\*Underwriters Service Agency  
 945 Asylum Avenue  
 Insurance  
 Mr. Harold Grant, Manager

Veeder-Root, Inc.  
 20 Sargeant Street  
 Manufacturers of Counting Devices  
 Mr. W. Woodford, Personnel Director

Whitney Chain Company  
 237 Hamilton Street  
 Manufacturers of chains  
 Mr. A. Safstrom, Personnel Manager

#### MANCHESTER

Cheney Bros., Inc.  
 Manchester  
 Manufacturers of Textiles  
 Mr. C. Davies, Personnel Manager

Liberty Mutual Ins. Company  
 63 East Center Street  
 Insurance  
 Mr. H. Peterson, Office Supervisor

#### MERIDEN

Ellmore Silver Co., Inc.  
 397 West Main Street  
 Silverware  
 Mr. E. Edelberg, Office Manager

#### NEW BRITAIN

Adkins Printing Company  
 66 Church Street  
 Printing of Commercial Stationery  
 Mr. R. Bengtson, President

American Hardware Corporation  
 Church Street  
 Manufacturers of Hardware  
 Mr. W. Kennedy, Personnel Manager

\*No opportunities for high school graduates

\*Angelo Tomasso, Inc.  
 Warren Street  
 General Contractor  
 Miss Lucy Tomasso, Assistant Secretary

\*Beaton & Caldwell Mfg. Company  
 New Britain  
 Plumbing and Steam Specialties  
 Mr. G. Dewey, Assistant Secretary

Berson Bros., Inc.  
 50 Harvard Street  
 Plumbing & Heating  
 Mr. G. Towne, Office Manager

\*Bessoni Bros., Inc.  
 27<sup>4</sup> Lawlor Street  
 Contractors & Builders  
 Mr. L. Bessoni, President

\*Bual Machine Company  
 Park & Meadow Streets  
 Precision Tool Makers  
 Mr. S. Booth, President

Burrirt Mutual Savings Bank  
 267 Main Street  
 Banking  
 Miss Mary Zysk, Assistant Treasurer

\*The Connecticut Light & Power Company  
 66 Curtis Street  
 Public Utility  
 Mr. W. Naughton, Manager

\*The Delto Tool Company  
 30 Hudson Place  
 Manufacturers of Tools  
 Mr. Quinto Tacchi, President

The Edro Corporation  
 P.O. Box 58<sup>4</sup>  
 Machine Shop  
 Mr. Paul Phareuf, Secretary

The Fafnir Bearing Company  
 37 Booth Street  
 Manufacturers of ball bearings  
 Mr. Kapica, Personnel Manager

\*No opportunities for high school graduates

The Landers, Frary & Clark  
Center Street  
Manufacturers of Electrical Appliances  
Mr. F. Nosworthy, Training Manager

The Metropolitan Life Ins. Company  
94 W. Main Street  
Industrial Life Insurance  
Mr. J. Schafer, Office Supervisor

The New Britain Gas Light Company  
35 Court Street  
Public Utility  
Mr. H. Brockmeyer, Secretary

The New Britain Herald  
One Herald Square  
Newspaper  
Mr. Lindsley Wellman, General Manager

The New Britain National Bank  
51 W. Main Street  
Banking  
Mr. J. Kiernan, Cashier

The New Britain Trust Company  
255 Main Street  
Banking  
Mr. W. Synnott, Treasurer

The North & Judd Mfg. Company  
500 E. Main Street  
Manufacturers of Hardware  
Mr. J. Boccia, Personnel Manager

The Savings Bank of New Britain  
178 Main Street  
Banking  
Mr. Arthur Hughes, President

The Sears, Roebuck Company  
80 Arch Street  
Retail Merchandise  
Mr. Edward Connery, Assistant Manager

\*The Sherman Sand & Stone Company  
614 W. Main Street  
Mr. Sherman Stocks, Vice-President

\*No opportunities for high school graduates

The Stanley Works  
 195 Lake Street  
 Manufacturers of tools  
 Miss Marion Welch, Personnel Supervisor

The Tuttle & Bailey  
 214 Warren Street  
 Manufacturers of Air Handling Devices  
 Mr. H. Hart, Personnel Director

#### NEW HAVEN

Mutual Benefit Association  
 70 Elm Street  
 Accident & Medical Insurance  
 Mrs. Louise Wagner, Office Manager

#### NEWINGTON

Fenn Mfg. Company  
 Fenn Road  
 Manufacturers of Aircraft Parts  
 Mr. Charles Glownia, Personnel Assistant

#### PLAINVILLE

General Electric Company  
 41 Woodford Avenue  
 Public Utility  
 Mr. R. Lanza, Manager

#### SIMSBURY

Darworth Inc.  
 Hopmeadow Street  
 Manufacturers of Chemical Products  
 Mr. John Sloane, Personnel Assistant

The Ensign-Bickford Company  
 Simsbury  
 Manufacturers of Safety Fuses  
 Mr. J. Sloan, Personnel Director

#### WATERBURY

Benrus Watch Company, Inc.  
 20 Cherry Avenue  
 Manufacturers of Watchcases  
 Mr. W. Weiss, Director of Industrial Relations

The American Brass Company  
 414 Meadow Street  
 Manufacturers of Copper  
 Mr. H. Braman, Personnel Manager

Waterbury Republican  
 389 Meadow Street  
 Newspaper  
 Mr. E. Pierce, Business Manager

WEST HARTFORD

Andersen Laboratories Inc.  
 501 New Park Avenue  
 Ultrasonic delay lines  
 Mrs. Doris Fox, Assistant Secretary

\*Carling Electric Inc.  
 505 New Park Avenue  
 Manufacturers of wiring devices  
 Mr. J. Aimes, Business Manager

Dunham-Bush, Inc.  
 179 South Street  
 Manufacturers of Heat transfer  
 Mr. Hugh Morell, Personnel Manager

John Hancock Life Insurance Company  
 2475 Albany Avenue  
 Life Insurance  
 Mr. Andrew Cronin, Manager

National Union Fire Ins. Company  
 998 Farmington Avenue  
 Insurance  
 Mrs. Doris Crulee, Secretary

Pratt & Whitney Company  
 Charter Oak Boulevard  
 Manufacturers of aircraft accessories  
 Mr. William Graeber, Personnel Manager

\*The Jacobs Mfg. Company  
 West Hartford  
 Manufacturers of tools  
 Mr. J. Murray Marshall, Industrial Relations Director

\*The United Tool & Dye Company  
 1031 New Britain Avenue  
 Manufacturers of tools  
 Miss Gertrude Markie, Personnel Manager

\*No opportunities for high school graduates

## APPENDIX C

LIST OF FIRMS WHICH PROVIDE FIELD TRIPS, SPEAKERS,  
AND NAMES OF CERTIFIED GRADUATES\*

Name of Firm	Field Trip	Speaker	Names of Graduates
Addressograph & Multigraph Corp.--Hartford	x	x	x
Adkins Printing Co.-- New Britain	x	x	
Aetna Life Ins. Co.-- Hartford	x	x	x
American Hardware Corp.-- New Britain	x	x	x
American Mutual Liability Ins. Co.--Hartford	x		
Andersen Laboratories Inc.-- West Hartford		x	x
Associated Spring Corp.-- Bristol	x	x	
Berson Bros., Inc. New Britain	x	x	x
Burritt Mutual Savings Bank-- New Britain	x	x	x
Cheney Bros., Inc. Manchester	x		
Combustion Engineering Inc.--Windsor		x	
Connecticut Bank & Trust Co.-- Hartford	x	x	x
Connecticut General Life Ins. Co.--Hartford	x	x	x

\*Address and Person to Contact may be found in Appendix B

APPENDIX C  
CONTINUED

Name of Firm	Field Trip	Speaker	Names of Graduates
Combustion Engineering Inc.--Windsor		x	
Danielson Federal Savings & Loan Asso.--Danielson	x		
Darworth Inc.--Simsbury	x	x	x
Ellmore Silver Co., Inc.--Meriden	x		
Emhaer Mfg. Co.-- Hartford	x	x	x
Emhart Mfg. Co.-- Hartford			x
General Electric Co.-- Plainville	x	x	
Gray Mfg. Co.-- Hartford	x	x	x
Guardia Life Ins. Co.--Hartford	x	x	
Hartford Fire Ins. Co.--Hartford	x	x	x
Hartford National Bank & Trust--Hartford	x	x	x
Insurance Co. of North America--Hartford	x		
John Hancock Life Ins. Co.--West Hartford	x	x	x
Landers, Frary, & Clark-- New Britain	x	x	x

\*Address and Person to Contact may be found in Appendix B

APPENDIX C  
CONTINUED

Name of Firm	Field Trip	Speaker	Names of Graduates
Liberty Mutual Ins. Co.--Manchester	x	x	
M. H. Rhodes, Inc.-- Hartford	x	x	x
Mechanics Savings Bank-- Hartford	x	x	
Metropolitan Life Ins. Co.--Hartford	x		x
Mutual Benefit Asso.-- New Haven	x	x	x
New Britain Herald-- New Britain	x		
New Britain National Bank--New Britain	x	x	x
New Britain Trust Co.-- New Britain	x	x	x
New York Life Ins. Co.--Hartford	x	x	
North & Judd-- New Britain		x	x
Phoenix Mutual Life Ins. Co.--Hartford	x	x	x
Pratt & Whitney Co.-- Hartford	x	x	
Prudential Ins. Co.-- Hartford	x	x	x
Putnam Co.-- Hartford	x	x	

\*Address and Person to Contact may be found in Appendix B

APPENDIX C  
CONTINUED

Name of Firm	Field Trip	Speaker	Names of Graduates
Remington Rand Corp.-- Hartford	x	x	
Riverside Trust Co.-- Hartford	x		x
Royal McBee Corp.-- Hartford	x	x	
Savings Bank of New Britain--New Britain	x	x	x
Sears-Roebuck & Co.-- New Britain		x	
Society for Savings Hartford	x	x	x
State Savings Bank Hartford	x		
The Allen Mfg. Co.-- Bloomfield	x	x	
The Connecticut Light & Power Co.--New Britain	x	x	x
The Ensign-Bickford Co.-- Simsbury	x	x	x
The Fafnir Bearing Co.-- New Britain		x	x
The Hart Mfg. Co.-- Hartford			x
The Hartford Electric Light Co.--Hartford		x	x

\*Address and Person to Contact may be found in Appendix B

APPENDIX C  
CONTINUED

Name of Firm	Field Trip	Speaker	Names of Graduates
The Kaman Aircraft Corp.-- Bloomfield		x	x
The New Britain Trust Co.-- New Britain	x	x	
The Stanley Works-- New Britain	x	x	x
The Travelers Ins. Co.-- Hartford	x	x	x
Tuttle & Bailey-- New Britain	x	x	x
Underwood Corp.-- Hartford	x		
Waterbury Republican-- Waterbury	x	x	x
Whitney Chain Co.-- Hartford	x	x	

\*Address and Person to Contact may be found in Appendix B: