

**ADMINISTRATIVE MANAGEMENT SOCIETY**  
215 OL 9-4300 WILLOW GROVE, PENNSYLVANIA 19090

September 12, 1966

STATINTL Mr. [REDACTED]  
Records Administration Officer  
Central Intelligence Agency  
Washington, D. C. 20505

STATINTL Dear Mr. [REDACTED]

It is my pleasure to extend to you and your spouse a most cordial invitation to the Administrative Management Society Awards Banquet to be held at the Shoreham Hotel on September 27, as guests of the Society. A reception for Nominees and Head Table guests will be held beginning at 6:30 p.m. in the Executive Room at the Shoreham. We are looking forward to greeting you there.

Our plans for the Banquet will provide special reserved seating arrangements for Nominees, so you should not plan to be seated with others from your Agency who will attend. The Head of your Agency has been invited as our Head Table guest.

In recognition of your achievements AMS will present you with a suitably inscribed Certificate of Honor at the Banquet.

Please complete the enclosed card as appropriate, so we can forward tickets and plan our seating arrangements.

Sincerely yours,  
*Robert C. Walter*  
ROBERT C. WALTER - EXECUTIVE DIRECTOR

P.S. Dress -- Informal

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			W. C. Dledon (9) Chicago Federal Savings & Loan Assn.	Mrs. B. Oxborrow Root (14) Western Girl, Inc.		

# AMS Report

*A monthly section devoted to management information and research data originated by the Administrative Management Society, the international professional organization for administrative executives. Despite the similarity of names, the Administrative Management Society and 'Administrative Management' magazine are independent entities. The magazine is not the official organ of the Society.*

## Six Federal Employees Receive AMS Awards

SIX employees of the Federal government received Administrative Management Society Federal Management Paperwork Awards at the society's Awards Banquet, held September 28 at the Shoreham Hotel, Washington, D. C.

The AMS Awards Committee, which selected the six from a group of 22 nominees included Walter Emmerling, The Procter & Gamble Co., James Greenwood, Massachusetts Mutual Life Insurance Co., and K. B. Willett, North Central Airlines.

The purpose of the awards is to establish impetus for the continuance of outstanding leadership and professional excellence in promoting effective management of paperwork by the Federal government.

As seen by this award, "paperwork" covers the totality of rec-

ords activities from creation, through arrangement and use, to final destruction. It covers every type of recording media.

Toastmaster at the dinner was Congressman Arnold Olsen, of Montana. He is chairman of the House Subcommittee on Postal Facilities and Modernization and former chairman of the House Subcommittee on Census and Government Statistics.

Congressman Olsen was chosen as toastmaster by the AMS because of his vigorous investigation into the heavy burden imposed upon business by excessive government reports and paperwork.

The dinner address was made by John W. Macy Jr., chairman of the U. S. Civil Service Commission. Mr. Macy, beginning a second term of office, was first appointed to the post by Presi-

dent Kennedy. He was re-nominated by President Johnson in March, 1965.

In this position he has played a principal role in making government salaries comparable to pay outside the government, and in establishing a system of employee-management cooperation within the Federal service. He has also been active in devising realistic approaches to better manpower utilization.

International AMS President J. B. Poole, who is resident manager, Norton Co. of Canada, Ltd., presented the awards, medallions mounted on walnut plaques, to the six winners.

Mr. Poole was president of the AMS Brantford Chapter in 1957-58 and became program coordinator of Area Five in 1959. He was director of the same area in 1961-62 and has held the posts



**Toastmaster** at the Awards Banquet was Rep. Arnold Olsen, a strong advocate of paperwork control.



**International** AMS president Jack B. Poole made awards presentations to the six government executives.



**Delivering** the dinner address was John W. Macy Jr., chairman of the U. S. Civil Service Commission.

**Paperwork . . .** *The totality of Federal records activities* CONTINUED

of president-treasurer and first vice president of AMS.

There was no distinction noted in the value of one award over another, but, listing them alphabetically, the first award went to Sam C. Beckley, director, Paperwork Management Service, Veterans Administration.

Mr. Beckley has responsibility for administrative issues, records maintenance, forms, filing systems, correspondence and mail management. He occupies a top staff position in the Office of the Administrator of Veterans Affairs.

Edwin G. Callahan, assistant commissioner, Housing and Home Finance Agency, Federal Housing Administration, was the second winner. He has served 31 years with the department.

Mr. Callahan's contributions to paperwork management were a major step in improving the FHA's service to the public, the housing industry, and represents the accomplishment of a long-standing FHA goal. He has improved services to mortgagors, mortgagees and the public.

Also cited for superior service in the battle against the "paperwork jungle" was Marden D. Kimball, director, Administrative Services Division, Agricultural Stabilization and Conservation Service, U.S. Department of Agriculture.

Mr. Kimball began his government career in 1935 as an assistant messenger with the Agricultural Adjustment Agency and has steadily risen through the ranks.

A E C G R O U P

**T**HOMAS J. Pugliese, the fourth winner, is chief of the Records Management Branch, Office of the Controller, U. S. Atomic Energy Commission. He joined the commission in 1948 and was appointed to his present position in 1950.

Like Mr. Kimball, Mr. Pugliese also began his federal employment as a messenger with the Department of Agriculture. He later served that department in

various positions of records managing and administration.

In 1954, the Second Hoover Commission's Task Force on Paperwork Management selected Mr. Pugliese as chairman of the Mail Management Study Group.

Edward Rosse, Supervisory Management Analyst, Photographic and Registration Methods Section, Social Security Administration, was another award winner.

While an industrial photographer, Mr. Rosse realized that photography and recordkeeping were closely aligned and began experimenting with methods of photographic recording.

Mr. Rosse is a member of the Society of Photographic Scien-

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**AMS Government Paperwork Management Awards were granted to six Federal employees out of a total of 22 who were nominated. AMS Executive Director William T. Cavanaugh said "The main objective of the awards program is to upgrade the level of professional excellence among Federal employees." Nominations were invited from all government agencies. The award supplements other measures taken by the AMS to upgrade civil service employee performance.**

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tists and Engineers and is a Fellow of the National Microfilm Association.

Donald J. Simon, chief, Records Services Division, U. S. Department of State, was also lauded for excellence in paperwork management.

Mr. Simon has served as personnel position classifier, administrative assistant, organization and methods examiner, and became a record management analyst in 1951.

The special awards program is designed to tie in with President Johnson's "War on Waste" campaign and his drive for paperwork simplification.

William T. Cavanaugh, executive director of the AMS, said that "The main objective of the awards program is to upgrade

the level of professional excellence among Federal employees. It is the society's aim to focus attention on a crucial but insufficiently heralded aspect of government administration."

Responding to Mr. Cavanaugh's statement, Civil Service Commission chairman Macy said "I will look forward personally, with a great deal of interest to a successful launching of the endeavor. We are gratified with the interest displayed by the Administrative Management Society in honoring Federal achievement in this important field."

N O M I N E E S

**T**HE complete list of nominees is as follows: Neil C. Tulloch, Selective Service System; Leonard W. Johnson, Civil Service Commission; Sam C. Beckley, Veterans Administration;

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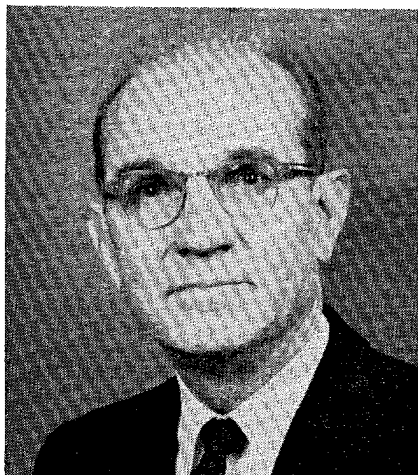
Thomas J. Pugliese, Atomic Energy Commission; Linne Ahlberg, Federal Aviation Agency; Capt. Edward R. Joshua, Dept. of the Navy; William J. Hopkins, The White House; John S. Peters, General Services Administration; Thomas E. Murphy, Dept. of Commerce; Donald J. Simon, Dept. of State; Mrs. Ruth Smith, Federal Home Loan Bank Board; Marden D. Kimball, Dept. of Agriculture; Mrs. Agatha L. Mergenovich, Interstate Commerce Commission; Miss Mary Hamilton, Dept. of the Army; Edward Rosse, Social Security Administration; Mrs. Velma DeBusk, National Aeronautics and Space Administration; Maj. Robert B. Weathers, Defense Supply Agency; Edwin G. Callahan, Federal Housing Administration; John J. Shurman, Agency for International Development; Hugo Duhn, Dept. of the Interior, and Maj. Floyd H. Russell, Dept. of the Air Force.

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*EDITOR'S NOTE: The following two pages contain detailed accounts of the achievements of the six winners of the paperwork awards given by the AMS.*

## AMS Paperwork Award Winners



**Sam C. Beckley**, is the director, Paperwork Management Service, Veterans Administration.



**Edwin G. Callahan**, serves as assistant commissioner, Federal Housing Administration, in Washington.



**Marden D. Kimball**, director, Administrative Services Division, Department of Agriculture.

### EDP Handles Paperwork Effectively for VA

**S**INCE 1958, Sam C. Beckley, director, Paperwork Management Service, has been a driving force in the efforts of the Veterans Administration to improve paperwork management. Largely as a result of his achievements, the agency has an outstanding program in many paperwork areas.

He has recently concluded accomplishments concerning the Department of Data Management to develop computer applications to paperwork, and to provide operational services in that area, with the requirement for directives control procedures that would permit flexibility in automatic data processing while maintaining the autonomy of various departments. Mr. Beckley has been extremely effective in the overall Directives Improvement Program in the management of an organization involving 40 percent of the population, several billion dollars annually, 250 hospitals, and over 170 thousand employees.

The high state of efficiency existing in the Veterans Administration's directives reporting and records management systems is primarily the result of Mr. Beckley's guidance. □

### Combining Forms Raises Production

**E**DWIN G. Callahan has had a distinguished administrative career of 31 years with the Federal Housing Administration, steadily progressing to his present position as executive officer in the commissioner's office.

Mr. Callahan developed the experiment in Greensboro, N.C. which has ripened into the present FHA conversion commitment procedure.

The week the plan was placed into effect the FHA national production record for processing conversion commitments was 4,077 cases, of which 67 percent were processed in from one to seven days. As of June 3, 1965, the FHA weekly processing record was 9,324 cases with approximately 95 percent being processed within three days.

More recently, Mr. Callahan, initiated and developed the Hartford experimental plan in management improvement.

Under the Greensboro and Hartford plans, the saving of considerable time is achieved by reducing and combining the various application, processing and commitment forms so that the lending institution records necessarily identifying information. □

### Program Developed For Agriculture Office

**A**S director, Administrative Services Division, Marden D. Kimball is directly responsible for formulating and administering the Agricultural Stabilization and Conservation Service and Commodity Credit Corporation management programs. These organizations have the largest records making and holding services within the Department of Agriculture. Holdings as of June 30, 1964 amounted to 455,800 cubic feet.

Under his leadership, the service has developed one of the most sophisticated paperwork programs in the government.

The program covers all phases and areas of specialization in the management of directives, reports, forms, communications, files, and records disposition.

The magnitude of his accomplishments is best summarized by the fact that the National Archives and Records Service recommended to the Secretary of Agriculture: "The records program of the Agricultural Stabilization and Conservation Service is sufficiently advanced that other services within the department should be urged to use the same techniques and methods in managing their records." □



**Thomas J. Pugliese**, holds the post of chief, Records Management Branch, Atomic Energy Comm.



**Edward Rosse**, has the position of Supervisory Management Analyst, Social Security Administration.



**Donald J. Simon**, serves as chief Division of Records Management, Department of State.

### **Records Streamlined By AEC Manager**

**A**S a result of Thomas J. Pugliese's administrative efforts as chief of the Records Management Branch, not only the Atomic Energy Commission headquarters and field offices, but most of AEC's major cost-type contractors have established effective records management programs.

The 136,000 employees of an industrial, research and development complex expending government funds at the rate of 2.7 billion dollars in this fiscal year are benefitting from the elimination of unnecessary paperwork in records management, in records keeping, and in efficient mail handling.

Also effected by the AEC records management program are several thousand individuals, concerns, and organizations licensed by AEC under its regulatory program.

Mr. Pugliese reviews and, where possible, streamlines all forms and all the other reporting required of these licensees.

Mr. Pugliese has also helped develop the standards adopted by the Department of Defense, NASA and AEC for the compatible microfiche used to reproduce and disseminate research and development reports.

### **Microfilm Innovations Simplify Accounting**

**I**N his position of Supervisory Management Analyst, Social Security Administration, Edward Rosse developed broad program objectives and plans, and coordinates the activities of a group of management analysts in the analysis, study, and development of methods and procedures relating to several major functions of the Division of Accounting Operations of the Social Security Administration.

In keeping appropriate records for 160 million people covered by the old-age, survivors, and disability insurance, Mr. Rosse's knowledge and ingenuity have led him to pioneer many innovations and improvements in the microfilm systems field. These have been adopted in other government agencies and in private industry. Mr. Rosse, as a result of these many accomplishments, is a recognized national authority on microphotography and its administrative uses.

Under his leadership, microfilm systems have become dynamic, permitting periodic updating as required, and with the capacity for an estimated 100 million references a year. These systems are designed for indefinite expansion.

### **Mail and Files Updated In State Department**

**D**URING the past few years, Donald J. Simon, Division of Records Management, has completely modernized the mail and files operations of the U. S. State Department into a vigorous records management program for his department and for its foreign service.

The State Department records management program is unique since it not only involves normal paperwork functions, but also includes analyzing and determining action and information distribution for all written communications to and from overseas posts for all Federal agencies involved in foreign affairs. The annual volume of copies distributed of "airgrams" only, exceeds 11 million.

Indexing procedures were automated through microfilm techniques. Using the microfilm process, production was increased 100 percent, resulting in the reduction of the number of employees needed to produce index cards. To preserve the integrity of the central file, a system of providing end-users with a quick copy of a document, rather than the original, was instituted. A similar system was developed for documents needed by historical researchers.



**Government** offices and business offices face many of the same problems, and middle management people in both areas cope with similar situations. Government managers also have tight budgets, and do strive for the third profit.

## Government Managers Do Create Profits

By F. ARNOLD McDERMOTT, Personnel Director, City and County of Denver

**P**ERSONNEL systems in government today, because of citizen interest, concern and prodding, are attempting to emulate the better procedures of private industry. This is particularly true in recruiting, wage and salary administration, training and development of employees and the identification of managerial talent.

We are witnessing, also, as a result of a renewal and redirection of objectives toward primary managerial goals, a new vigor among professional managers in government—managers who are keenly aware of the modern upheaval in concepts, methods and behavior which is taking place all about them in the world of commerce and industry.

The mix of economic, social and political factors has, indeed, forced government and business leaders to join hands to plan the modern metropolis.

But what has *not* been brought clearly into focus is the identity of needs and interests of middle management personnel in city

government with their counterparts in industry.

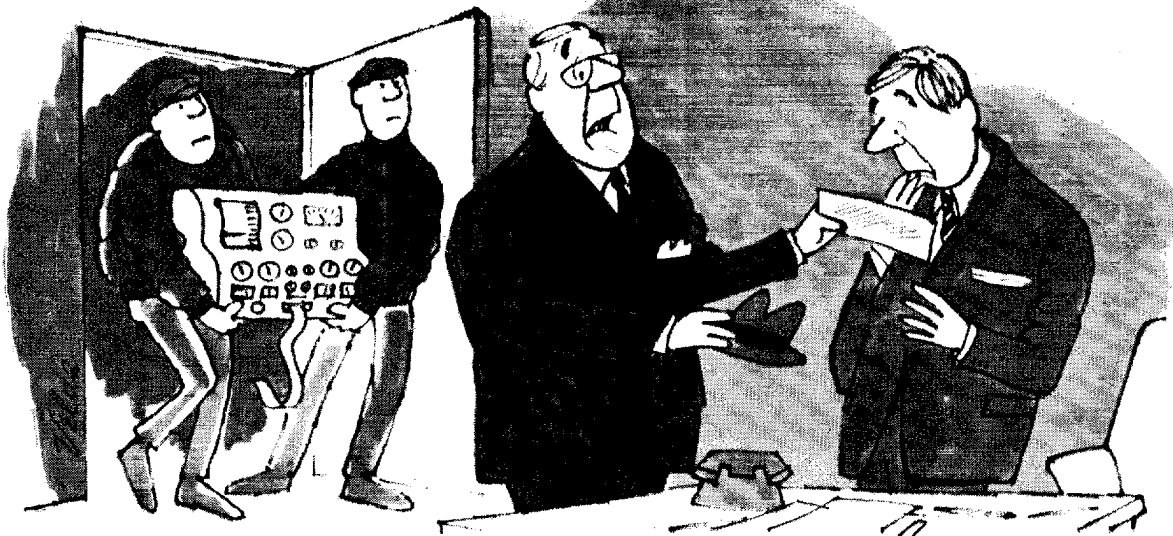
Managers in industry should know that these *government "men in the middle"* have, indeed, heard about the knowledge explosion, the impact of automation and even the concept of a third profit—for it is painfully obvious to the municipal administrative manager, forced to live with a tight city budget, that taxes are unpopular—that efficient administration can, not only help him live within the budget, but also ease the tax burden—and thus create profit for industry—and, believe it or not, this kind of a man in government, although he does not work for a profit-making organization, is *not against profit!*

### PROGRAM

**A**N adventure in administrative management that bears describing is the Intergovernmental Career Development program of the University of Denver. This program, sponsored by the Federal, State and Denver

city governments with the university, and financed in the installation period by the Van Hummel-Howard Foundation, has created for this metropolitan area a training resource which governments at all these levels can use to develop management skills. By pooling resources and identifying common managerial problems, the framers of this program hope to develop greater managerial prowess in government administration.

Even if the program merely avoided present duplication of effort in training, it would represent a substantial profit to the taxpayer and a healthy, new philosophical direction for public administration. Already the representatives of satellite communities around Denver are sending trainees—since they do not have the capacity to finance programs of their own. And business leaders in the Denver area are asking why this intergovernmental program cannot be expanded to include private industry personnel.



**Reason** for granting severance pay as reported by a majority of the survey respondents was the elimination of the job held by the employee. Other reasons were personal inefficiency, and disability.

## Survey Answers Severance Pay Questions

**W**HO gets severance pay in your company? How long does an employee have to work for your firm before he is eligible for this benefit? Is the issuance of severance pay based on permanent termination or are persons who are temporary layoffs covered as well?

These and other questions pertaining to severance pay were answered in a recent survey of AMS member firms conducted by the Society's National Personnel Research Committee under the direction of Mrs. Alice L. Fersch, Royal Neighbors of America, Rock Island, Ill.

For the purposes of this survey, bona fide severance pay was defined as any payment over and above wages and salary earned, which is given to an individual upon severance of employment or layoff according to a formal plan.

Of the 196 firms responding to the survey, 122 or 62 percent do not have a severance pay plan. Seventy-four companies or 38 percent indicated that they have a formal severance pay plan in effect.

The returns showed that of the 74 companies with a severance pay plan, 57 gave severance pay to *all* employees. Five of the

firms give severance pay to all employees except executives. Two companies indicated they provide severance pay for hourly and non-exempt salaried employees only.

Other eligibility requirements for severance pay mentioned by the respondents are as follows: salaried employees must have at least three years service; the

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**Severance pay survey by AMS indicates large majority of firms give severance pay to all employees. Some requirements mentioned were: minimum of three years service, discharge must be for reasons beyond control of employee, workers must be on full-time basis. Reasons for giving severance pay included elimination of job, personal inefficiency, disability, discharge for cause and retirement.**

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discharge must be for reasons beyond control of the employee; workers must be employed on a full-time basis; severance allowance is given at the discretion of the supervisor; severance pay is provided for exempt and non-exempt personnel; such pay is given for involuntary terminations only; severance is provided only on elimination of the em-

ployee's job or department; accrued vacation pay given to all employees on termination.

Fifty-six of the 74 companies having severance pay plans in effect indicated they require a minimum length of service in order for employees to receive severance. The length of service requirements are as follows: three months, thirteen; six months, fourteen; one year, 23; two years, two, and five years, four.

The respondents listed numerous reasons for granting severance pay to their employees. The reasons are: Elimination of job, 60; Personal inefficiency, 40; Disability, 30; Discharge for cause, 26; Death, 20; Retirement, sixteen; Military Service, eleven; Voluntary Quits, eight.

The survey contained a question on whether severance pay is given only if the termination is permanent. Of the 74 firms with severance pay plans, 64 answered "yes" to this question. One of the respondents explained that this policy would not prevent rehiring. Other firms said severance pay was never given for temporary layoffs. Eight of the companies surveyed answered "no" to this question, and some explained this practice

does not apply to temporary layoffs and leaves of absence.

Three companies said this policy was in effect so that the employees could be rehired later. One company said this policy of not giving severance did not apply in cases where the employee becomes disabled.

Respondents were requested to describe the method used to compute the severance allowance for employees. In general, the majority reported that severance pay allowance is based on length of service with ceilings stated either as weeks of pay or years of employment. Many said they base this allowance on accrued vacation by length of service. Others reported that in establishing the amount of severance they are guided by the employee's record of performance and quality of work. The

following are some of the replies to this question:

- 1) Six weeks severance pay allowed.
- 2) One week's pay for each year of service (some gave a maximum time period needed to qualify which varied from ten weeks to fifteen years).
- 3) One or two week's pay allowed depending on length of service.
- 4) One week's pay allowed for six months service; two week's pay allowed for service over one year.
- 5) Two week's severance allowance for service up to fifteen years; three week's pay for fifteen to 25 years of service.
- 6) Percentage of salary based on length of service.
- 7) Severance allowance decided by supervisor.
- 8) Graduating severance pay

scale starting with one month's salary.

9) Two week's severance plus pro rate of vacation pay.

10) Two week's pay for up to one year of service; one month's pay for over one year's service; six week's pay for five years of service; two month's pay for ten years service; allowance discretionary for over fifteen years of service.

11) One week's pay for up to three years service; two week's pay for over three years service.

12) Profit sharing plan for over one year of service.

13) Non-management personnel one week's severance for employment up to two years and one additional week for each completed year of service thereafter, up to ten years; management personnel one month's severance pay for employment exceeding one year; one and one-half month's pay for employment over one year, not exceeding two; two and one-half week's pay for employment over four years, not exceeding six years; three month's pay for employment over six years, not exceeding eight; three and one-half month's pay for service over eight years, not exceeding nine; four month's pay for service over nine years and after ten years of employment severance pay is decided on an individual basis.

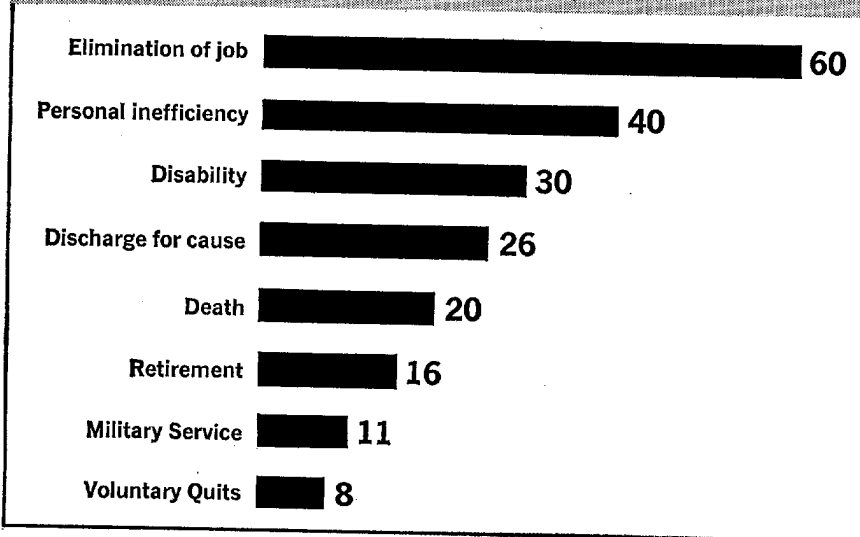
SERVICE

THE answers to a question which asked if the severance allowance is based on employee's service record were:

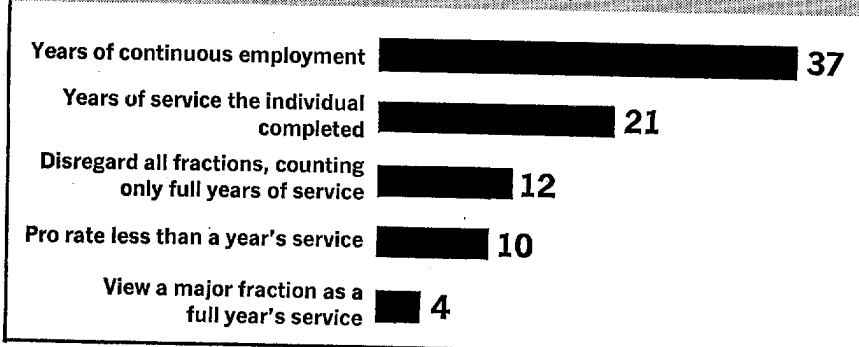
- 1) Only years of continuous employment: 37.
- 2) All years of service the individual completed: 21.
- 3) Disregard all fractions, counting only full years of service: 12.
- 4) Pro rate less than a year's service: 10.
- 5) A major fraction as a full year's service: 4.

The firms in the study were also asked if severance allowances are paid to employees in a lump sum or in installments. Sixty-five companies indicated that they give lump sum payments to workers.

**REASONS FOR GRANTING SEVERANCE PAY**  
(Number of Survey Replies)



**BASIS OF SEVERANCE ALLOWANCE**  
(Number of Survey Replies)

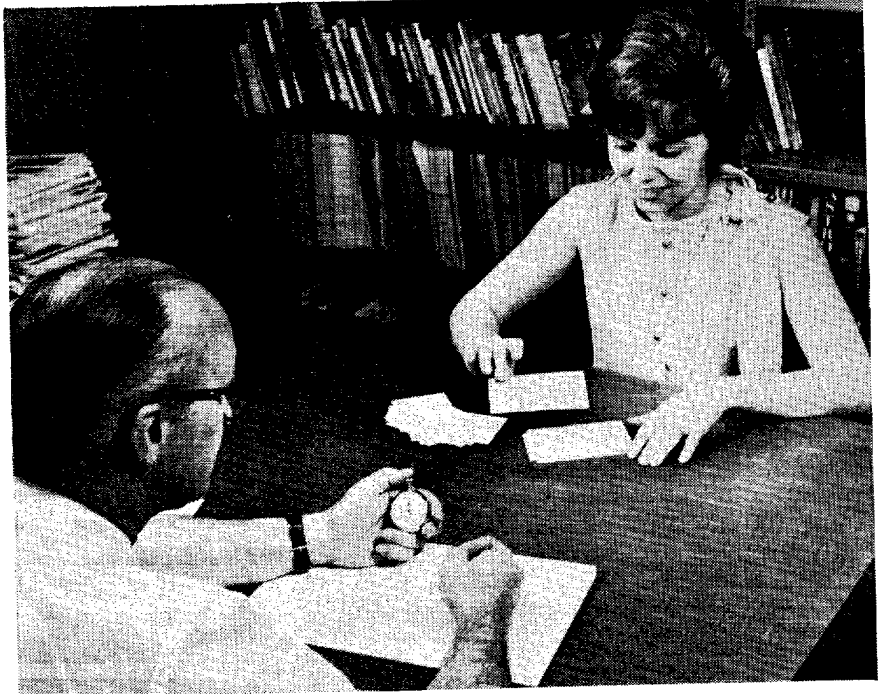


In addition to the data above, the AMS survey produced information showing who in the firms get severance pay and how much they receive.



# Achieving Motivation Through Training

By MRS. EDITH KRAG  
Program Director  
Office Training Services  
New York University



**People** who are trained well to do a job are motivated to perform their tasks better than individuals who are left to learn the job themselves.

**T**HE SPECIFIC concept of motivation through training may be *the* concept that can help administrative managers fulfill their most vital responsibilities.

We all know that great changes have been taking place in management for the past decade and are forecast to occur at even a more rapid rate. But how many managers are taking the necessary steps to help meet these changes? Are some of us overlooking our own needs as well as those of our subordinates?

Much research has been done and is still being done on motivation and production. In the study conducted by Frederick Herzberg and his colleagues at the Psychological Service of Pittsburgh, it was stated that when the group studied felt good about their jobs, it was usually because something had happened which showed they were doing their work particularly well or that they were becoming more expert. They learned that when the group had good feelings about what they were doing, it was more important than such factors as money, security, or working conditions. The real motivator was becoming more expert and handling more important assignments.

In considering motivation, we have reviewed the value of good feelings. We have talked about building confidence. Now let us consider the importance of achievement. Studies at universities, as well as in industry, have established the fact that most people will put more effort into their work if they are challenged to do better or if some valid reason for trying is pointed out to them. It becomes necessary for us then to make people aware that big achievements do not come quickly or easily. The sooner we help them to realize this, the sooner will they respond to any effort we are willing to give to their training. Many successful people will tell you that their achievements are the result of hard work and to the attitude toward the work they were doing. Their very achievements stimulated them to seek every opportunity for further training and development.

Last year we worked with the New York Telephone Company in developing a group of potential stenographers. The twenty-seven newly-employed young ladies of average ability were high school graduates with stenographic training. We aimed at improving the typing skills,

so a professional instructor worked with the group for four hours a week for six weeks.

After the six weeks of formalized training, the supervisors continued to work with those whose skill still needed improvement. At the end of three months, three of this group were assigned to executives as stenographers and worked on their own. At the end of ten months all but three of the young ladies were able to carry stenographic responsibilities on their own. The supervisors believe that these three will be able to do so too before the end of the first year of employment. The manager of the New York Telephone Company's Centralized Stenographic Department, Mrs. Jane Hoke, said that in other years when there had been no formalized training, it took at least two years before any girl had sufficient skill to handle an assignment on her own. Mrs. Hoke also said that the training motivated not only this group but the desire to improve spread to others.

INQUIRIES REGARDING THE ADMINISTRATIVE MANAGEMENT SOCIETY AND ITS SERVICES SHOULD BE DIRECTED TO WILLIAM T. CAVANAUGH, EXECUTIVE DIRECTOR, AMS HEADQUARTERS, MARYLAND AVENUE, WILLOW GROVE, PA. 19090