A STUDY OF ADVANTAGES AND OPPORTUNITIES FOR INDIVIDUALS IN COLORADO-WYOMING-MONTANA HAVING PASSED THE CERTIFIED PROFESSIONAL SECRETARY'S EXAMINATION

by

Elsie Morrow Johnson

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Approved:

Harvey A. Larson
Head, Major Department

Floyd L. Frost
Chairman, Examining Committee

MONTANA STATE UNIVERSITY
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CHAPTER 1

INTRODUCTION

It has been recognized for a long time that the secretarial field is an integral part of the world of work. The position of the secretary dates back to Biblical days (5:11-12). Persons who could read and write were often used as secretaries by rulers and often became very influential (4:2-7).

Various shorthand systems were used from the time of the ancient Greeks through the Middle Ages. In 1588 Dr. Timothy Bright developed a system of shorthand which gained widespread usage (6:2). Subsequently, several systems were developed. In 1837 Isaac Pitman's phonetic system was introduced in England and brought to the United States in 1844 (5:44). Gregg shorthand was published in 1888 by John Robert Gregg in Liverpool, England, and in Boston in 1893 (5:36).

It is believed that in 1714, Henry Mill, an English engineer, conceived the first basic idea of a typewriter (1:24). William A. Burt invented the first American typewriter in 1838 (1:25). The first practical typewriter was completed in September, 1867, by Christopher Latham Sholes and Carlos Glidden of Milwaukee, Wisconsin, and manufactured for commercial use in 1873 (4:11). In 1914 James Fields Smathers of Kansas City, Missouri, invented the first power-operated machine of

practical value (1:171). However, this machine eliminated the flexibility and portability of the typewriter and was much like the electric typewriter as we know it today.

Women entered the secretarial field at approximately the same time as the first commercial model of the typewriter--about 1873. By 1890 almost 21,000 women were engaged as office workers (1:171). In 1968 in the United States nearly 2.5 million persons were employed in positions requiring stenographic skills--more than 95 per cent of these were women (37:286). By 1972 this number had increased to 4 million with more than 95 per cent women (7:16).

Secretaries are craftsmen in their own right. Usually when you find a good executive, you also find a good secretary. The secretary may not always be the secret of his success, but often a part of that success. There are few high level executives who would tolerate a poor secretary even though at times a mediocre executive appears to be more efficient because he has a competent secretary.

Prospective secretarial students should be informed that the secretarial profession is one of the few areas in which being a woman is an advantage. True, there are some male secretaries, but it's primarily a woman's field (37:287). Instead of resenting a woman for trying to compete with them,

executives appreciate and depend on their secretary--many times a woman. A secretary is at her best as a woman, secure in a role that comes naturally.

Today the secretary and the executive are cooperating to make the secretarial profession the honored and satisfying area that it should be. Secretaries and their employers recognize that successful secretaries not only must be proficient typists and stenographers but must be experts in a variety of business fields and human relations. The National Secretaries Association has played an important role in furthering this position. The Association sponsors the Institute for Certifying Secretaries which certifies the individual meeting specific qualifications and passing a certifying examination demonstrating superior secretarial abilities.

BACKGROUND OF CPS

In order to be informed about the Certified Professional Secretary (CPS), it is first necessary to be informed about The National Secretaries Association (International). NSA is a professional association composed of 30,000 members--primarily women (52:21). This is the world's largest professional association that is dedicated to the recognition of secretaryship and its professional responsibilities. The

Association's aim is to elevate secretarial standards and offer opportunities for professional and personal growth and development to achieve that goal (53:17). In order to elevate the standards of a profession, one must first establish that standard, and that was the beginning of the program known as the Certified Professional Secretary (53:8). Someone said CPS is the greatest thing to happen to secretaries since the invention of the typewriter, and this is being proven again and again as more and more secretaries attempt to achieve certification.

NSA became the proud parent of the CPS program in 1946. Because this had to be a definite program with a real purpose--a definite impact upon management to assure them that NSA was ready to seriously give assistance--it was not until 1950 that the plans were completely finalized.

In 1950, under the sponsorship of NSA, the Institute for Certifying Secretaries was established for the purpose of developing an examination for secretaries. The Institute is composed of six educators, six leading management figures, and six members of The National Secretaries Association (International), plus the president and the immediate past president of that organization. Extensive research was done in order to determine the work actually performed by leading

secretaries over the country, and it was found that secretaries have more than 800 separate duties. The research material was sifted and re-sifted to decide what duties more clearly defined actual secretarial work and what fields should be tested. The result was the six-section examination which was first administered in 1951 to approximately 300 examinees. Sixty-two passed the first examination in its entirety.

PURPOSE FOR THIS STUDY

The purpose of this study was undertaken in an attempt to show advantages that are sometimes available to individuals if extra time and effort are put forth. This study will also attempt to illustrate the importance of how the secretaries' professional outlook has improved.

The survey will attempt to illustrate results that will help prospective secretarial students in career selection and provide them with a list of advantages that individuals with the CPS rating have received. This survey might also help these students to decide whether or not it would be beneficial for them to take the CPS exam upon completing their formal education which could include a two-year diploma, certificate, or associate degree program in an accredited school of business, a two-year college, a technical institute,

or a four-year college. The CPS exam can be taken upon completion of the previously mentioned education before actually completing the experience requirements.

This study will attempt to determine, to some extent, if a secretary obtains professional growth through continued education. Continued education can raise the standards of a secretary, help to substantiate the secretary's claim to professionalism, and may open new doors to many qualified secretaries who pass the CPS examination.

STATEMENT OF THE PROBLEM

The problem involved the study of individuals in the Colorado, Wyoming, Montana region who have passed the CPS exam, and was to determine whether the CPS rating had helped them advance in their positions. No evidence was found of any research on this subject in this geographical area.

The study will attempt to show whether or not it would be advisable for prospective secretaries, upon completion of their formal education, to spend the money as well as to devote the time involved in preparing for this exam. The study will also attempt to illustrate to these secretarial students that they might be better informed on some areas of competence of the CPS examination because of their recent

awareness of the subject matter upon completing their formal education.

ASSUMPTIONS

It is assumed that this study will indicate that the individuals in Colorado, Wyoming, and Montana, who have passed the CPS exam, have done so through continued education on behalf of their profession.

Another assumption is that the individuals are competent to give an adequate evaluation to each question.

It is also assumed that the people who take the CPS exam have certain characteristics that help them advance, one characteristic being that they are usually highly motivated.

LIMITATIONS OF THE STUDY

The study was limited to past and present members of The National Secretaries Association (International) in Colorado, Wyoming, Montana (C-W-M) division as well as other individuals in this three state area, who are known to have passed the CPS exam. This three state area was selected because the writer is a member of NSA in this division and the only area where names for the survey were available.

The national office of The National Secretaries Association (International) is in Kansas City, Missouri. The national office would not give out any names for the mailing list for the questionnaire. This is a result of one of the by-laws that was passed at a recent national convention whereby it was stated "membership lists, rosters, and directories of the Association and of the divisions and chapters within the Association are confidential and are not to be released to any individual or any organization outside the Association" (53:40).

The study is limited to members of the fourteen chapters in the three state area of Colorado, Wyoming, and Montana. The chapters located in Colorado were in Boulder, Canon City, Colorado Springs, Denver, Fort Collins, Grand Junction, Greeley, Littleton-Englewood, and Pueblo. The chapters located in Wyoming were in Casper, Cheyenne, and Riverton. The chapters located in Montana were in Billings, and Butte.

Although the study was made in only fifteen different locations, the results would have validity because these cities are representative of a large portion of the western region of the United States where good secretarial opportunities are located.

PROCEDURE

The purposes of this study were to investigate the opportunities that might be available in different size communities in the western state area, and to investigate the educational background, personal incentives, and qualities which lead these individuals to study for and take the CPS exam.

A questionnaire survey was prepared to obtain information, opinions, and answers from individuals in Colorado, Wyoming, and Montana. The individuals surveyed were primarily employed secretaries, and therefore were quire busy; this required that the questionnaire be as concise as possible.

A two-page questionnaire was prepared with a combination of multiple choice and short answer questions. The questionnaire and a cover letter were sent to secretaries who have the CPS rating.

A follow-up letter was sent to those individuals who had not returned the questionnaire after two weeks.

A total of 107 questionnaires were sent. Of these, seventy-seven were returned for a percentage of 72 per cent.

The returned questionnaires were classified and the results were tabulated. The results are shown in Chapter III

DEFINITION OF TERMS

The following definition of terms and other pertinent information regarding this study are given to assist the reader with the terminology of this paper.

Secretary. NSA'S definition of a secretary is: "A secretary shall be defined as an executive assistant who possesses a mastery of office skills, who demonstrates the ability to assume responsibility without direct supervision, who exercises initiative and judgment, and who makes decisions within the scope of assigned authority" (51:34).

NSA. The National Secretaries Association (International) is a nonprofit, nonunion, nonpartisan, nonsectarian association whose members pursue a continuing program of education and professional development.

NSA was founded in 1942 and became International in 1953 with the installation of the first Canadian chapter. There are now approximately 30,000 members and over 1,125 affiliates in the United States, Canada, Finland, Mexico, Republic of Panama, the Bahamas, Puerto Rico, and Argentina.

NSA'S objectives, activities and advantages are accepted and appreciated by enlightened management and pragmatic business educators. The main objective of NSA is to raise the standards of the secretarial profession by uniting for their

mutual benefit the women and men who are, or have been, engaged in secretarial work.

Membership in this Association shall be regular, honorary and merited, and may include provisional and associate.

Regular Member. A Regular member shall be a person who has had secretarial training and at least two years of secretarial experience, and who is actively engaged as a full-time secretary, or a part-time secretary not engaged in any other form of gainful employment, at the time of admission to membership.

Honorary Member. An Honorary member shall be a person who has rendered special service to the Association, to a division, to a chapter, to the Certified Professional Secretary Program, or to the secretarial profession. Honorary membership shall not be granted to an individual who is eligible for Regular, Associate, or Merited membership, except business educators appointed to the Institute for Certifying Secretaries. Persons holding Honorary membership prior to August 1, 1968, may apply for Associate membership while still retaining Honorary membership.

Merited Member. A Regular member of the Association, in good standing at the time of retirement, having a total of 15 years Regular membership and either having attained the

age of 55 years or having received forced work retirement because of physical disability, may be relieved of the obligation of Regular membership through designation as a Merited member.

Provisional Member. A Provisional member shall be a person who has had secretarial training but does not have the two years' secretarial experience required for Regular membership and who is actively engaged as a full-time secretary at the time of admission to Provisional membership.

Associate Member. An Associate member shall be a teacher, who has a baccalaureate degree or holds a teaching certificate valid in a province of Canada, and who is actively engaged in the teaching of business education in a high school, junior or community college, college, university, vocational or business school at the time of admission to membership; or a Certified Professional Secretary who is not qualified for Regular membership.

CPS. A Certified Professional Secretary (CPS) is one who has successfully completed all six parts of the examination administered by the Institute for Certifying Secretaries.

Institute for Certifying Secretaries. The Institute for Certifying Secretaries under the sponsorship of NSA is composed of 20 men and women from management, business education, and NSA.

Six members represent the teaching profession. They are all outstanding business educators who teach at colleges and universities, maintaining educational programs for top-level secretaries. An educator from Canada also serves on the Institute.

A second group of six is drawn from the ranks of top management, business, and the professions. Important executives, men who know the value of a good secretary, give their wholehearted support.

The third group of six is composed of members of NSA, who are Certified Professional Secretaries. The NSA president and immediate past president also serve; thus, individuals experienced in the profession--individuals who have already achieved the reputation for professional excellence--are chosen to help guide others to a similar position. The combined representatives form the Institute for Certifying Secretaries.

The Institute helps to maintain the high standards of testing and administering of the CPS program. This institute, through its examination program, has also helped business firms increase the caliber and efficiency of their secretaries.

CPS Exam Content. The examination is based upon an analysis of secretarial work, with emphasis on judgment,

understanding, and administrative ability gained through experience. It includes skills, techniques, and knowledge in the following six areas.

Part I--Environmental Relationship in Business. This part of the examination tests the principles of human relations and understanding of self, peers, subordinates, and superiors. It focuses on the fundamentals of one's own needs and motivations, nature of conflict, problem-solving techniques, essentials of supervision and communication, leadership styles, and understanding of the informal organization.

Part II--Business and Public Policy. This part examines knowledge of the major elements of business law involved in the secretary's daily work, particularly contracts and bailments, law of agency and sales, insurance, negotiable instruments, and real property. Public policy in the form of government regulatory legislation is also examined.

Part III--Economics of Management. Three subject areas are included in this part: applied economics, principles of management, and elements of business operation. The management of personnel, finances, production, and marketing is examined.

Part IV--Financial Analysis and the Mathematics of Business. Some of the basic accounting procedures are tested

in this part. The candidate is also asked to analyze and interpret financial reports and to analyze, transform, summarize, and interpret numerical data involved in business management.

Part V--Communications and Decision Making. This part is a performance test presented as an in-basket exercise. The candidate is asked to establish priorities, describe actions to be taken, and specify how jobs are to be completed. Dictation and typewriting abilities are necessary and skills are employed in editing, listening, composing, abstracting, judging work acceptability, and follow up.

Part VI--Office Procedures. This part tests the administrative know-how of the secretary. It concerns the basic concepts of office management broken down into organization and control of clerical services, work simplifications, information management, control of the work environment, and records management. An area with electronic data processing is also examined. Other areas of knowledge tested are secretarial planning, communications media, principles for writing original business communications, handling mail, library reference materials, executive travel, conferences and meetings, and duplication processes.

CHAPTER II

ENCOURAGEMENT OFFERED FOR THE CPS

I. EDUCATIONAL PROGRAMS PROMOTING CPS

The very basic requirement of a secretary is proficiency in the technical skills of typing, taking dictation, transcribing notes, filing, spelling, punctuation. Speed and accuracy in these are, and should be, taken for granted.

Technical skills alone are not the label of the true secretary. The secretary needs knowledge and understanding of the many facets of the world of business. Educational programs, sponsored by individual chapters of the National Secretaries Association (International), and/or in cooperation with higher education systems, becomes the first step toward creating standards for the secretarial profession. Some examples of scheduled educational programs for helping individuals prepare for the CPS exam appear in the following section. Several states offer the same or similiar programs and only a cross section will be reviewed.

CALIFORNIA--Pasadena NSA Chapter co-sponsors with the Pasadena City College, a weekly evening secretarial review class covering all sections of the CPS exam where most of the other California chapters cover just one particular section of the exam (25:1).

FLORIDA--The Augustine NSA Chapter sponsors a secretarial accounting course with the St. Augustine Technical Center for those interested in the CPS exam (25:2).

Okaloosa-Walton Junior College of Fort Walton Beach offers three five-week CPS review courses throughout the year (25:2).

GEORGIA--DeKalb College in Atlanta offers a CPS Review Course as part of their Adult Enrichment Program. The thirty-one week review course is sponsored by Atlanta Chapter of NSA and is repeated on two different nights (24:1).

ILLINOIS--At Triton College in Northlake, the Certified Professional Secretary Review I and II classes are included as part of the business course offerings of the school (14:2).

INDIANA--The Office of Continuing Education at Indiana University in South Bend offers a five-month review course covering the subjects of the CPS exam (23:2).

KANSAS--The University of Kansas in cooperation with NSA Chapters in Salina and Westport co-sponsor ten and twelve-week study courses on business law and economics applicable to the CPS exam (24:1).

LOUISIANA--The Shreveport-Bossier Vocational Technical Center offers a seven-month CPS review course for secretaries in the area. Secretaries taking this course are not charged for admission (23:1).

MICHIGAN--The Lansing Community College in Lansing co-sponsors a seven-month secretarial review course with the Lansing NSA Chapter (35:1).

NEW YORK--The Gotham Chapter of NSA sponsors a series of mini CPS review sessions at Queensborough College (25:2).

OKLAHOMA--The Oklahoma State University and members of Stillwater NSA Chapter co-sponsor a study course in preparation for the exam with certificates being awarded to those attending 80 per cent of the classes (25:2).

OREGON--Oregon State System of Higher Education offers a ten-week study program that is presented by qualified educators via television. Properly completed, the televised program offers two hours of undergraduate credit. This is a "first-of-its-kind" study course for CPS preparation (25:1).

The Salem Vocational Technical Community College offers a two-year program in secretarial procedures. All students are granted a certificate by the community college upon completion of the CPS curriculum program (19:2).

TEXAS--Texas Christian University in Fort Worth offers a series of Professional Advancement Courses for secretaries interested in CPS certification (23:1).

The University of Houston provides a CPS review course which is open to interested participants without charge (23:2).

CANADA--The Fanshawe College of Applied Arts and Technology in cooperation with Canada's London NSA Chapter offers a training program for the professional secretary covering subjects of the CPS exam. Credit hours are given for the evening courses and satisfactory completion of the two-year course which carries credits toward a Fanshawe College Certificate (22:2).

The CPS examination seems to light a fire in individuals that stimulates a desire to grow and develop. After an individual obtains the CPS rating, it is only the beginning--CPS also stands for "Challenge for Perpetual Study" (61).

II. CPS RATING--DEGREE SHORTCUT

Recent surveys reveal that many colleges and universities are granting automatic semester credits to holders of the Certified Professional Secretary rating. Institutions allow anywhere from three to as many as twenty-eight semester hours to be credited to a CPS. Of course, application must be made for the credit and enrollment in the college or university is necessary before such credit is granted. In some cases, CPSs pursuing college courses at night can reduce a year toward a degree. In the next section is a partial list of the institutions granting credits for the CPS rating.

ARIZONA--Phoenix College, Mesa Community and Maricopa County College, allow 24 semester credit hours to CPSs working toward their associate degree. These credits are transferable to Arizona State University (24:1).

CALIFORNIA--Golden West College in Newport Beach was the first Junior College to grant college credit for the CPS certification. Golden West was later converted to a four-year college allowing 28 semester credits for holders of the CPS rating (21:1).

Los Angeles Harbor College allows up to 20 units of credit for the CPS certification. This also completes all the major subject requirements for an Associate in Arts degree in Secretarial Science (33:1).

FLORIDA--Broward Community College in Fort Lauderdale was the first Florida College to offer credits for CPS certification to those applying for the degree program. A CPS meeting other requirements established for a degree may receive up to 24 semester credit hours towards an Associate in Arts degree in the Secretarial Science department (29:2).

GEORGIA--The DeKalb College in Atlanta has added a two-year associate degree program to its business education curriculum entitled "Secretarial Administrative Assistant."

This college allows 34 quarter hours for individuals who have completed the CPS exam successfully (35:1).

ILLINOIS--Central YMCA Community College in Chicago has three certification programs available as study courses: 1) CPS, 2) Medical, and 3) Legal (17:2). The college offers a new degree program for top secretaries which is developed under three plans: (1) Advanced Standing Plan (if you are a CMA, CPS, or PLS); (2) Combined Secretarial and Degree Program (for the aspiring); and (3) Executive Secretaries Program to Prepare for the CMA, CPS, and PLS exams (18:1). The CPS rating is worth 32 credits towards an Associate in Business Administration degree, one-half of the credits needed for the degree (19:2).

INDIANA--Indiana University at Fort Wayne allows 24 credits for the CPS rating in their two-year program (26:1).

MARYLAND--The Baltimore College of Commerce allows any secretary holding the CPS certificate to be given 32 credits toward the Associate in Arts Degree in Office Organization or toward the Bachelor of Science Degree in Business Education.

Credits to be allowed as follows:

Shorthand	8
Typing	6
Business Math	2
Business Machines	2
Business Law I	4
Introduction to Business	6
Corporation Finance and Investment	4
Total of	32 credits (15:1)

MICHIGAN--The Detroit College of Business in Dearborn grants 24 quarter hours of credit to CPSs studying for an Associate in Science degree in Secretarial Science or Bachelor of Science degree in Business Administration (35:1).

NEW YORK--Niagara County Community College in Niagara Falls allows three-hours credit granted to CPSs who have enrolled in an Associate in Applied Science Degree in the Executive Secretarial Science Curriculum, in each of the following courses:

Secretarial Procedures
Elementary, Intermediate, and Advanced Typing
Elementary, Intermediate, and Advanced Shorthand (I and II)
Business Law

This will give the CPS working for the degree 27 credit hours and leave 35 credit hours to be completed (17:2).

The State University, Agricultural and Technical College in Farmingdale began in September, 1971, to grant 28 credits to CPSs toward an Associate in Applied Science Degree in the evening college program. The degree requires 64 credits, leaving only 36 credits to complete (29:2).

TENNESSEE--The University of Tennessee in Knoxville offers college credit to CPSs meeting certain requirements. This was announced by George A. Wagoner, Department Head of Office Administration and past CPS Institute Dean (35:1).

TEXAS--Lee College in Bayton allows holders of the CPS certificate to receive 13 college hours toward an Associate in Arts degree (31:1).

VIRGINIA--The Thomas Nelson Community College in Hampton allows 45 credit hours toward an Associate Degree in Applied Secretarial Science, or 18 credit hours toward the Associate of Arts degree in Business Administration (33:1).

WISCONSIN--The Dominican College in Racine, an accredited four-year liberal arts school, grants 32 credit hours to CPSs toward the Bachelor of Career Studies Degree which is one-fourth of the graduation requirements (33:1).

CANADA--Mount Saint Vincent University in Halifax has granted two CPSs four credits toward the degree of Bachelor of Arts with a major in Business Economics on the basis of certification and years of experience. Mount Saint Vincent is the only women's university in Canada which grants degrees (22:2).

III. MANAGEMENT SUPPORTS CPS

Today's secretary enjoys a unique place in business. The secretary is a major communication link between the executive and his associates, the office staff and the public.

Because of this important position, the secretary plays a vital role in helping create and maintain a smooth-running business office.

However, the difference between a good secretary and a great one is training--training not only in filing, typing and taking dictation, but in knowing all the short-cuts and efficient working methods which will be beneficial in keeping the business routine moving.

Secretary Wanted: CPS Preferred! Does that sound like a far-fetched help wanted ad? Does it read more like tomorrow's headline? In reality, this is a type of classified advertisement that has been seen in more than one major newspaper. With only 6,188 Certified Professional Secretaries in the United States, Canada, and Puerto Rico, the employer may find it difficult to find his preferred CPS. That is why more and more major corporations and the United States Federal Government are now conducting programs to encourage secretaries already on their payrolls to take the required examinations, which is the only way to achieve the CPS rating. The following section cites some examples.

The ACCREDITING COMMISSION FOR BUSINESS SCHOOLS in 1967 accepted the CPS certificate in lieu of a bachelor's degree for the purpose of staffing their schools in Baltimore (15:1).

AETNA LIFE AND CASUALTY in Hartford, Connecticut, is now offering a reimbursement plan to cover most major expenses incurred by an employee registered in the CPS program. The company will pay the $10 processing fee and $10 for each of the six parts upon successful completion of the entire examination. Registration and tuition fees for courses at the University of Hartford will be reimbursed under an Employee Education Program. In a recent issue of Good Word, a company publication, the following paragraph states:

> A CPS designation is a valuable goal for any secretary to set for herself. It offers the assurance that comes from knowing a professional education standard has been achieved (16:1).

An NSA member assists management at ALLIS-CHALMERS MANUFACTURING COMPANY, in Springfield, Illinois, in planning study courses for the CPS exam for their secretaries. Because of the intense interest shown, Allis-Chalmers will pay for the study courses and examination fees for those taking the examination (26:1).

AMERICAN COLLEGE FOR LIFE UNDERWRITERS in Bryn Mawr, Pennsylvania, allows a day off with pay and reimburses 50 per cent of examination costs upon successful completion of the CPS exam (36:1).

The All American, publication of the AMERICAN FAMILY INSURANCE COMPANY, featured an article by the Chairman of the

Board, Irving J. Maurer, in which continuing education was stressed. An excellent description of the CPS examination was included (20:1).

ANACONDA AMERICAN BRASS offers tuition-aid plan to its employees taking the CPS examination (36:1).

ARTHUR YOUNG AND COMPANY of Atlanta, Georgia, awards a $200 bonus upon successful completion of the CPS examination (36:1).

CATERPILLAR TRACTOR COMPANY, Chicago, Illinois, reimburses candidates for 50 per cent of examination fees upon first attempt, and 50 per cent of the cost of each additional part taken. Paid time-off granted for the workday necessary to take the exam is also provided (36:1).

The CONNECTICUT MUTUAL LIFE INSURANCE COMPANY of Hartford has adopted the CPS program as a part of their educational program. The company will award a $50 bonus and the CPS key to all company secretaries who successfully complete the examination (12:1).

The DOW CHEMICAL COMPANY, Rocky Flats Division of Golden, Colorado, offer CPS geared training classes to its employees. Tuition is 90 per cent refundable with grade of "C" or better (36:1).

Job Requirement: CPS! EAST TEXAS MOTOR FREIGHT COMPANY, headquartered in Dallas, requires its executive secretaries either to be a CPS or to have a college degree (28:1).

EASTERN AIRLINES in Miami, makes available its office facilities for employees to hold CPS study courses (36:1).

The EQUITABLE INSURANCE COMPANY will reimburse examination fees, as well as tuition and registration costs, for preparatory courses, to secretaries at Equitable who wish to participate in the CPS program (13:1).

The STATE OF FLORIDA recognizes the CPS rating in hiring and promotion standards and encourages employees to attain this rating. CPS holders are exempt from further testing (31:1).

FOOTE, CONE, AND BELDING of Chicago, Illinois, pays 75 per cent of application fee, study costs, and examination costs. In addition this company makes available to all employees preparing for the CPS examination the aid of company CPSs and all available study aids. On attainment of the CPS rating, the employee receives the following rewards:

1. Immediate $240 annual salary increase. (If government wage freeze regulations prevent this, increase is given as soon as legal restrictions are removed.)
2. $500 added to maximum salary range for employee's position to make possible granting of higher future salary increases.
3. Payment of inition fees and three-year membership in local NSA Chapter.
4. Sterling silver monogrammed desk set.

Employees passing three or more parts, but fewer than six, receive the following rewards:

1. $500 added to maximum salary range.
2. Payment of inition fee and one-year membership in local NSA Chapter (39:8-9).

The General Electric News, in Syracuse, New York, featured the CPS story in their April issue in 1970. A program under the supervision of Mollie Nelson, CPS was offered as a fringe benefit to prospective secretarial employees in the "Help Wanted Ads' of WESTERN ELECTRIC COMPANY in Greensboro, New York (35:1).

The GENERAL TELEPHONE COMPANY of the Northwest offers tuition aid to its employees in pre-test studying for the CPS examination (24:1).

Special commendations were given to the HAWAIIAN CEMENT CORPORATION of Honolulu who paid for every study class, every textbook, every exam, every retake plus every exam time-off with pay for eight years until their secretary, Joycelyn Angelis, became Hawaii's eighth CPS in 1969 (33:1).

The HUGHES AIRCRAFT COMPANY, Ground System Division, reimburses its secretaries for examination fees at 75 per cent, upon passing two or more parts the first attempt, and upon passing each subsequent part. Their company secretaries are urged to attend CPS review classes (36:1).

The PEORIA ILLINOIS BOARDS OF EDUCATION grants a $500 salary differential to any secretary in the school system who "attains the CPS certificate." This forward step was made possible by the enthusiastic endorsement of the CPS program by Dr. Mark W. Bills, Superintendent of Schools of Peoria, upon his solid recommendation to the School Boards (10:1).

IRVINE COMPANY in Newport Beach, California, pays all study classes, purchases necessary books, and pays examination fees. Executive secretaries at Irvine Company must have the CPS rating, and a CPS is given preference for other secretarial openings (36:1).

Mr. Homer O. Croasmun, regional commissioner of INTERNAL REVENUE SERVICE for the Western Region of the United States, located in San Francisco, has placed special emphasis on CPS certification for secretarial development in his region. His dedication and interest in secretaries in management has resulted in deeper interest in the CPS program by secretaries employed by the IRS (26:1).

Pearl Goldbloom in San Francisco, authorized a 27-page booklet titled, The Pursuit of Excellence for Secretaries, distributed to secretaries throughout the Western Region of the INTERNAL REVENUE SERVICE which consists of 10 states,

including Hawaii and Alaska and Service Centers in Ogden, Utah, and Fresno, California. This booklet is designed to motivate secretarial personnel and stresses the CPS program (31:1-2).

JOHNSON AND JOHNSON, New Brunswick, New York, actively promotes the CPS as a goal for its secretaries (33:1).

LUTHERAN MUTUAL INSURANCE COMPANY in Waverly, Ohio underwrites a portion of examination expenses and aids employees in preparation for the CPS examination. Upon attainment of the CPS rating, employee is awarded a trip to the NSA's International Convention (31:1).

Governor Kenneth M. Curtis of MAINE signed into law an act to provide an automatic pay increase to state employees who have passed the CPS examination. This bill was passed through the cooperation of management (55:12).

MONTGOMERY WARD in Chicago issued a challenge to their departmental and executive secretaries to qualify for and take the CPS examination. Over 40 secretaries responded to the challenge, but the company selected only 6 to apply for qualification. Five of these were accepted to take the examination in 1966. To help them, a series of 18 lunch-time refresher courses were conducted covering shorthand, typing skills and rapid reading comprehension. For any necessary retakes, the company agreed to give full support in the form of paying examination fees and the college tuition fees for

refresher courses. Also, the remaining 34 applicants prepared themselves for the examination the following year (11:1). Mrs. Anne Montgomery, Secretarial Training Manager, stated, "Interest in the CPS certificate has been so great among our secretarial employees that we are confident it will result in increasing the overall efficiency and professionalism of our secretarial staff" (11:1). For those successful in achieving the CPS rating, an immediate salary increase of $600 is given; the maximum of the applicable salary range is extended by 15 per cent; and the maximum job rating potential is raised (36:1).

The NATIONWIDE INSURANCE COMPANY pays examination expenses; pays traveling expenses to CPS seminars; and in addition gives a $50 bonus upon certification (55:12).

PHILCO-FORD CORPORATION, WDL Division, has established a CPS program. Upon certification, the secretary will be recommended for a salary increase, presented with the CPS key and a CPS desk name plaque. She has her name added to the "Emblem of Excellence" roster in the main lobby, and is reimbursed on all tuition costs and examination fees (13:1).

STATE FARM INSURANCE COMPANIES pays costs of examination and tuition and texts for study programs for preparing for the CPS examination. In addition, a $10 bonus for each part

passed and $15 upon certification is awarded to the new CPS (44:12). The November, 1970, issue of Howdy Podner, employees magazine, in the Southwestern Office in Dallas carried the story of the company's new policy of including the CPS program in State Farm's self-improvement study curriculum (28:1).

STRATHAM INSTRUMENTS, INC., Oxnard, California, reimburses the first-time examination fee for its secretaries who earn the CPS rating (30:2).

In 1967 the Texas-Louisiana Division meeting of MANPOWER, INC., in San Antonio, established a new policy. Manpower began paying all fees necessary for an NSA member employed in their office to take the CPS examination (14:2).

A new law for TENNESSEE as of March, 1972, provided an automatic two-step salary increase to secretaries in state employment upon passing the CPS examination. Tennessee is believed to be the second state to offer this incentive for secretaries employed by the state. Maine was the first state to offer such an incentive (57:27).

UNION CARBIDE has established a program to help employees through its educational assistance program, which provides half the cost of job-related courses and textbooks for classes taken at the University of Tennessee and in the adult education program promoting the CPS program (49:18-21).

VALLEY NATIONAL BANK, Phoenix, asked its 7 CPSs to form a group to promote the CPS program within the Bank. The Bank awards a $50 bonus, presents the CPS key, and issues a $25 a month special salary increase upon attainment of the CPS rating (33:1).

The UNITED STATES AUTOMOBILE ASSOCIATION, in San Antonio has an unique company-sponsored, in-house CPS Review program which is partly on company time. The USAA also reimburses the applicant for the examination fee upon certification in addition to making a tangible award (44:1).

The following announcement appeared in an issue of Personnel Training Developments, published by the UNITED STATES DEPARTMENT OF AGRICULTURE: To encourage Cooperative Extension Service (Federal, State, and County) secretaries to further their educational and professional status through qualifying for and taking the CPS examination. The MU Chapter of Epsilon Sigma Phi has established a scholarship fund as a living memorial to Kenneth F. Warner. Two separate types of scholarships will be offered. One award of $100 will be granted to a county extension agent enrolled in the teaching methods course in an Extension winter or summer three-week course. One or more awards, not to exceed $50 each, will be used for professional improvement of Cooperative Extension Service secretaries (11:1).

Many of the agencies and departments of the UNITED STATES FEDERAL GOVERNMENT, the largest single employer in the world, list CPS separatetly in job descriptions. Federal departments also invite CPSs to conduct secretarial seminars (55:12).

R. P. Adler, President of WATERMAN-BIC, urged the Chamber of Commerce of Milford, Connecticut, to take the lead in recruiting area secretaries for the CPS program (19:2).

IV. SUMMARY

The preceding information in this chapter was related to the review of literature on CPS through educational programs by NSA Chapters and/or higher educational systems, degree programs for AA, AS, BA, or BS degrees, and through the support that management provides for CPS programs.

Each year, management, in both the private and public segments offers tangible forms of motivation to aspiring CPSs. Many are also granting monetary benefits and promotions to personnel who achieve the CPS rating.

CPS encouragement programs range from one, to several or all of the following:

1. Processing and examination fees paid by employer.
2. Compensatory time-off for taking the examination.
3. Tuition-aid plans for preparatory studies.
4. Bonus upon certification.
5. Automatic annual salary increase for certification.
6. Extension of maximum salary range in present position.
7. Priority consideration for promotion as advanced positions open up.

Qualification standards of the Federal government cited in GS-318 give preference to holders of the CPS rating.

Four states--Florida, Illinois, Maine, and Tennessee--have passed legislation providing special job benefits to state employees holding the CPS rating.

The Accrediting Commission for Business Schools accepts the CPS rating in lieu of a bachelor's degree for the purposes of staffing their schools.

CHAPTER III

ANALYSIS AND INTERPRETATION OF DATA RELATED TO RESPONDENTS WHO HAVE PASSED THE CPS

An analysis of the data concerning the individuals from Colorado, Wyoming, and Montana who have passed their CPS exam revealed a variety of information.

The original mailing list contained 130 names of CPSs in C-W-M, one-hundred responses were received. Of the 130 names, twenty-two were returned as moved or not forwardable, one was listed as deceased, and thirty were not answered and returned. After this reduction, a base number of seventy-seven questionnaires remained which were used in this study.

I. CLASSIFICATION OF RESPONDENTS

Classification by Occupational Category

The seventy-seven completed questionnaires which are listed in this study were classified by occupational category. The fields of education, federal and state government, legal, and oil, accounted for 45.5 per cent of the individuals. Table I, page 37, indicates the occupational categories of the CPSs surveyed. A total of twenty-nine occupational categories are represented.

TABLE I

CLASSIFICATION BY OCCUPATIONAL CATEGORY

Occupational Category	Total	Percentage
Accounting	2	2.6
Advertising	1	1.3
Architect	1	1.3
Banking	3	3.9
Communication	1	1.3
Conglomerate	1	1.3
Construction	3	3.9
Education	8	10.4
Engineering	2 1/2	3.25
Gas Transmission	2	2.6
Government	12	15.6
Hotel-Motel	1/2	.65
Insurance	2 1/2	3.25
Investments	1	1.3
Legal	8	10.4
Manufacturing	3	3.9
Management--Mobile Home Corporation	1	1.3
Oil	7	9.0
Property Management	1	1.3
Real Estate	3 1/2	4.55
Recreation	1	1.3
Retail	1	1.3
Retired	3	3.9
Rubber Company	1	1.3
Service Organization	1	1.3
Textiles	1	1.3
Travel	1	1.3
Truck Management	1	1.3
Utilities	3	3.9
Total	77	100.0%

Classification by Description of Communities Where Respondents Worked

Respondents were asked to indicate what best described the present community where they worked. Table II below, shows the breakdown by city, suburb, industrial, small town, and rural.

Sixty-six (85.7 per cent) of the seventy-seven respondents indicated they worked in a city; five (6.5 per cent), rural; three (3.9 per cent), suburban, non-industrial; two (2.6 per cent), small town, non-suburban; and one (1.3 per cent), industrial, suburban.

TABLE II

DESCRIPTION OF COMMUNITIES WHERE RESPONDENTS' WORK OR WORKED

Description	No.	Percentage
City	66	85.7%
Suburb, non-industrial	3	3.9%
Industrial, suburban	1	1.3%
Small town, non-suburban	2	2.6%
Rural	5	6.5%
Total	77	100.0%

Classification by Community Population Where Working

Respondents were asked to indicate the population of the community where they worked. Table III below shows the breakdown.

A total of forty-six (59.7 per cent) indicated they worked in an area larger than 250,000; nine (11.7 per cent) indicated they worked in an area with a population of 100,001 to 250,000; nine (11.7 per cent), 50,001 to 100,000; eight (10.4 per cent), 10,001 to 50,000; and five (6.5 per cent) in an area with a population of smaller than 10,000.

TABLE III

COMMUNITY POPULATION WHERE RESPONDENTS' WORK OR WORKED

Size of Community	No.	Percentage
Larger than 250,000	46	59.7%
100,001 to 250,000	9	11.7%
50,001 to 100,000	9	11.7%
10,001 to 50,000	8	10.4%
Smaller than 10,000	5	6.5%
Total	77	100.0%

Classification by Titles before Taking the CPS Exam

Respondents were asked to indicate what their title or position was before taking the CPS exam. Table IV below shows the breakdown.

A total of thirty-six (46.7 per cent) indicated that their title was secretary while fourteen (18.2 per cent) listed their title as executive secretary. The other twenty-seven listed various titles or positions which are shown below.

TABLE IV

CLASSIFICATION OF RESPONDENTS' BEFORE TAKING CPS EXAM

Title	No.	Percentage
Administrative Assistant	2	2.6%
Clerk Typist--Intermediate	1	1.3%
Clerk Steno	2	2.6%
Clerk Steno--Senior	1	1.3%
Office Manager	3	3.9%
Price Clerk	1	1.3%
Professor--Associate	1	1.3%
Secretary	36	46.7%
Secretary--Administrative	2	2.6%
Secretary--Confidential	1	1.3%
Secretary--Executive	14	18.2%
Secretary--Legal	2	2.6%
Secretary--To Officer	6	7.8%
Secretary--Senior	1	1.3%
Self-employed	1	1.3%
Stenographer--Senior	1	1.3%
Unemployed	2	2.6%
Total	77	100.0%

Marital Status of Respondents

The marital status of individuals having passed the CPS exam is specified in Table V below.

Individuals who were married represented 41.6 per cent of those responding to this questionnaire; single individuals accounted for 35.1 per cent; divorced accounted for 16.8 per cent; and widowed accounted for 6.5 per cent.

TABLE V

MARITAL STATUS OF RESPONDENTS'

Marital Status	No.	Percentage
Single	27	35.1%
Married	32	41.6%
Widowed	5	6.5%
Divorced	13	16.8%
Total	77	100.0%

Classification of Respondents With Regard to Educational Level

Respondents were asked to indicate the highest level of education they had achieved. Table VI, page 43, lists the highest educational level of the respondents with a breakdown by high school graduate, secretarial or business college, vocational-technical school, some college, associate degree, bachelor's degree, master's degree, doctor's degree, and professional degree.

A total of nineteen (24.7 per cent) of the seventy-seven respondents indicated secretarial or business college was the highest level they had received; eighteen (23.3 per cent), high school graduate; seventeen (22.1 per cent), bachelor's degree; ten (13.0 per cent), some college; seven (9.1 per cent), doctor's degree; and one (1.3 per cent), a professional degree of CPS and lawyer.

TABLE VI

EDUCATIONAL LEVEL OF RESPONDENTS

Educational Level	No.	Percentage
High School graduate	18	23.3%
Secretarial or business college	19	24.7%
Vocational-technical school	2	2.6%
Some college	10	13.0%
Associate degree	7	9.1%
Bachelor's degree	17	22.1%
Master's degree	2	2.6%
Doctor's degree	1	1.3%
Professional Degree--CPA-Lawyer	1	1.3%
Total	77	100.0%

II. DUTIES OF RESPONDENTS

A question concerning the principal duties of the respondents ranked according to the importance placed on each was included in the questionnaire.

Principal Duties of CPSs in C-W-M

Secretarial duties accounted for 34.4 per cent of those ranking these duties as most important. Individual-decision making, supervision of employees, and public relations accounted for first place for the next 19.4 per cent responding to this question.

Next most important was individual-decision making with 39.4 per cent. Secretarial, group decision making, public relations, and supervision of employees also ranked high as "next most important." Table VII, page 45, summarizes the ranking of duties as determined by the CPSs in Colorado, Wyoming, and Montana.

TABLE VII

RANKING OF DUTIES BY RESPONDENTS

Principal Duties	Rank				
	1	2	3	4	5
Supervision of employees	7	5	11	3	8
Secretarial	23	8	2	9	4
Group-decision making	0	6	5	3	2
Individual-decision making	14	25	8	3	2
Routine clerical	1	4	7	4	12
Receptionist	0	0	1	2	8
Public relations	6	5	12	16	5
Preparing reports	0	5	10	11	11
Other:					
Accounting functions	2	1	3	0	0
Office manager	1	0	0	0	0
Professional duties	1	0	0	0	0
Examine titles	1	0	0	0	0
Assist president	2	0	0	0	0
Career counseling	1	0	0	0	0
Personal management	2	0	0	0	0
Legal records	2	0	0	0	0
Corporation records	1	1	0	0	0
Teaching	1	1	0	0	0
Typing	1	0	0	0	0
Technical resource work	1	0	0	0	0
Internal job placement	0	1	0	0	0
Budget	0	1	0	0	0
Travel arrangements	0	1	1	0	0
Real estate listing	0	1	0	0	0
Advising students	0	1	0	0	0
Manuscript editing	0	0	1	0	0
Selling real estate	0	0	1	0	0
Filing and correspondence	0	0	1	0	0
Order department	0	0	1	0	0
Curriculum revision	0	0	1	0	0
Purchasing	0	0	0	1	0
Office records management	0	0	0	1	1
Committee work	0	0	0	1	0
Interviewing	0	0	0	1	0
Total	67	65	75	55	53

III. BEFORE TAKING THE CPS EXAMINATION

The seventy-seven respondents were asked various questions concerning information about their employers, themselves, National Secretaries Association (International) membership, and how they studied for the examination.

Classification of Individuals Regarding Who Encouraged Them To Take The CPS Exam

Respondents were asked to indicate who prompted or encouraged them to take the CPS exam. They were instructed to mark as many areas as affected them. Table VIII, page 47, illustrates the answers of the respondents with the following breakdown: NSA members, employer, magazine publicity, spouse, other family members, college teacher, fellow employees, school personnel and no encouragement from anyone.

A total of thirty-eight listed that NSA members had been an encouraging factor; twenty indicated that no one had encouraged them; sixteen indicated that their employer had encouraged them; eight indicated that magazine publicity had encouraged them; seven indicated that their spouse encouraged them; four indicated college teacher had been inspiration; three indicated that fellow employees had encouraged them; and two indicated that school personnel had encouraged them.

TABLE VIII

RESPONDENTS' ENCOURAGED TO TAKE CPS EXAM

Encouraged By	No.
Employer	16
College teacher	4
School personnel	2
Spouse	7
Family (other) members	7
NSA members	38
Fellow employees	3
No one	20
Other: Magazine publicity	8

Classification Regarding Present or Previous Membership In NSA

Respondents were asked to indicate if they were presently a member of the National Secretaries Association (International). The answers indicated that 52 (67.6 per cent) belong to the NSA organization.

Respondents were also asked if they had ever been a member of the National Secretaries Association (International). The answers indicated that 64 (83.1 per cent) were now or had previously been a member of NSA.

The response to these previous two areas show that the majority of these individuals had belonged to the NSA organization which sponsors the Certified Professional Secretaries examination.

Employer Familiar With The CPS Exam

The respondents were asked if their employer was familiar with the CPS exam before the individuals had taken the exam. Of the seventy-seven answering this question, twenty-four (31.2 per cent) indicated that their employer knew about the exam while fifty-three (68.8 per cent) indicated that their employer was not familiar with the CPS exam.

IV. THE CERTIFIED PROFESSIONAL SECRETARY'S EXAMINATION

As comprehensive as the 12-hour examination is, it does not require a college education to pass it; in fact, the examination is based on the belief that a top-level secretary should already have a basic knowledge of economics, business organization, accounting, and business law from which she can draw implications in passing the examination.

Many applicants find it necessary to do some outside preparation for the examination. Some NSA Chapters sponsor CPS review programs to help these applicants prepare for the examination.

Classification As To How Respondents Studied For The Exam

The respondents were asked to indicate how they studied for the examination. The illustration below shows the breakdown as follows: alone; scheduled review sessions thru NSA; scheduled review sessions other than through NSA; and those that did not study specifically for the exam.

Many of the respondents indicated that they studied alone and in addition studied through scheduled review sessions.

Alone	62
Scheduled review sessions thru NSA	47
Scheduled review sessions other than thru NSA	28
Did not study for the exam	3

Classification As To Section Respondents Felt Was The Hardest

The respondents were asked to consider the hardest section of the examination. Table IX, page 51, illustrates the personal feelings of the seventy-seven respondents.

As indicated in the table, twenty (26.0 per cent), listed Section 4--Financial Analysis and the Mathematics of Business as the most difficult section; nineteen (24.17 per cent), Section 3--Economics of Management as the next most difficult section; nine (11.7 per cent), Section 2--Business and Public Policy as the next most difficult; eight (10.4 per cent), Section 1--Environmental Relationships in Business as the next most difficult; eight (10.4 per cent), Section 6--Office Procedures as the next most difficult; seven (9.1 per cent), indicated all sections were the same; and six (7.7 per cent), Section 5--Communications and Decision Making as the least difficult section.

TABLE IX

SECTION OF EXAM RESPONDENTS
PERSONALLY FELT WAS THE HARDEST

Section/Part	No.	Percentage
1. Environmental Relationships in Business	8	10.4%
2. Business and Public Policy	9	11.7%
3. Economics of Management	19	24.7%
4. Financial Analysis and the Mathematics of Business	20	26.0%
5. Communications and Decision Making	6	7.7%
6. Office Procedures	8	10.4%
All parts the same	7	9.1%
Total	77	100.0%

Classification As To Section Respondents Felt Was The Easiest

The seventy-seven respondents were asked to indicate what the easiest section of the examination was in their opinion. Table X, page 53, illustrates these findings.

Twenty-seven (35.1 per cent), listed Section 6--Office Procedures as easiest; fifteen (19.5 per cent), Section 4--Financial Analysis and the Mathematics of Business; thirteen (16.8 per cent), Section 1--Environmental Relationships in Business; eleven (14.3 per cent), Section 5--Communications and Decision Making; seven (9.1 per cent), Section 2--Business and Public Policy; two (2.6 per cent), Section 3--Economics of Management; and two (2.6 per cent), listed that all parts were the same.

TABLE X

SECTION OF EXAM RESPONDENTS PERSONALLY FELT WAS THE EASIEST

Section/Part	No.	Percentage
1. Environmental Relationships in Business	13	16.8%
2. Business and Public Policy	7	9.1%
3. Economics of Management	2	2.6%
4. Financial Analysis and the Mathematics of Business	15	19.5%
5. Communications and Decision Making	11	14.3%
6. Office Procedures	27	35.1%
All parts the same	2	2.6%
Total	77	100.0%

Classification By Age of Respondents When Passed CPS Exam

Respondents were asked to indicate their age at the time they passed the CPS exam. Table XI below illustrates the age breakdowns.

This table indicates that fourteen were in the age category of 35-39 and fourteen were in the category of 45-49. Eighty-one point nine per cent were between the ages of 25 and 49 when they passed the examination.

TABLE XI

AGE CLASSIFICATION AT TIME RESPONDENTS PASSED CPS

Age Category	No.	Percentage
25 - 29	12	15.6%
30 - 34	13	16.9%
35 - 39	14	18.2%
40 - 44	10	13.0%
45 - 49	14	18.2%
50 - 54	8	10.3%
55 - 59	5	6.5%
60 - 64	1	1.3%
Total	77	100.0%

Classification Listing the Number of Sections Passed the First Time the CPS Examination Was Taken

The respondents were asked to indicate the number of parts they passed the first time they took the CPS examination. Table XII below indicates that of the examination results, twenty-one (27.3 per cent), passed five parts; nineteen (24.7 per cent) passed all six parts; eighteen (23.3 per cent) passed 4 parts; ten (13.0 per cent) passed 3 parts; four (5.2 per cent) passed 2 parts; two (2.6 per cent) passed only one part; and three (3.9 per cent) didn't pass any of the sections.

TABLE XII

NUMBER OF PARTS RESPONDENTS PASSED WHEN TAKING THE EXAM THE FIRST TIME

Parts Passed	No.	Percentage
6 Parts	19	24.7%
5 Parts	21	27.3%
4 Parts	18	23.3%
3 Parts	10	13.0%
2 Parts	4	5.2%
1 Part	2	2.6%
No Parts	3	3.9%
Total	77	100.0%

V. FOLLOWING PASSING THE CPS EXAM

For some of the respondents, receiving the CPS rating meant an increase in salary; others it meant a promotion with or without a salary increase. Still others have gone on to become officers of corporations or companies.

Respondents Receiving Promotions After Passing The CPS Exam

The seventy-seven respondents were asked on the questionnaire if they felt that they had received any type of promotion because of the CPS rating they had earned. The results below indicate that the majority of the seventy-seven did not feel that they had received any type of promotion.

Yes	28	36.3%
No	49	63.7%
Total	77	100.0%

Classification of Those Receiving A Bonus After Passing The CPS Exam

The respondents were asked to indicate whether they received a raise in salary because of passing the CPS examination. Table XIII, page 57, indicates that only eighteen (23.5 per cent) of the respondents received an increase in salary.

The table illustrates the various types of employment and the average amount of salary increase or bonus that respondents who passed the examination received.

TABLE XIII

RESPONDENTS RECEIVING A BONUS UPON PASSING THE CPS EXAM

Type of Employment	No.	Average Amount
Accounting	1	$ 315
Advertising	1	600
Banking	2	255
Communications	1	1,200
Education	2	128
Government	2	250
Insurance	1	600
Investments	1	120
Legal	1	600
Oil	2	450
Property Management	1	100
Retail	1	315
Utilities	2	150
Total	18	$ 350.88

Number of Respondents Which Felt the CPS Rating Helped Them In Their Employment

The respondents were asked to indicate whether they felt that passing the CPS exam had helped in their employment even though no promotion or salary increase was received. The results below indicate that sixty (77.9 per cent) believed that the exam had helped them in their job while 17 (22.1 per cent) said it did not.

Classification By Current Title or Position of Respondents and The Average Number of Years Since Passing the CPS Exam

The seventy-seven respondents were asked to list their present title or position and the year that they passed the CPS exam. Table XIV, page 59, illustrates the current titles of the respondents and the average number of years since they passed the CPS exam.

The largest group of respondents (eleven--7.5 per cent) that still have the title of secretary as compared to the thirty-six (46.7 per cent) respondents with the secretarial title before taking the CPS exam indicates a decline in this particular position. The decline amounts to twenty-five (39.2 per cent) individuals changing identification from secretary to other titles or positions.

This table also illustrates that the seventy-seven respondents passed the CPS examination 8.9 years ago.

TABLE XIV

TITLE OR POSITION OF RESPONDENTS NOW
AND AVERAGE NUMBER OF YEARS SINCE PASSING CPS EXAM

Title	No.	Average No. Of Years Since Passing CPS
Administrative Assistant	6	7.3
Administrative Officer	2	11.5
Administrative Supervisor	1	1.0
Certified Shopping Center Manager	1	14.0
Clerk--Chief	1	14.0
Clerk-Steno	2	1.5
Clerk-Steno--Senior	1	9.0
Clerk-Typist	1	1.0
Coordinator of Employee Benefits	1	19.0
Employee Relations Specialist	1	18.0
Officer Manager	2	4.0
Officer in Corporation or Company	5	16.8
Owns own business	1	16.0
Partner in Law Firm	1	21.0
Professor--Business Education	1	18.0
Professor--Assistant	1	2.0
Real Estate Broker	1	4.0
Research Associate	1	19.0
Secretarial Supervisor	1	2.0
Secretary	11	7.5
Secretary--Administrative	5	7.0
Secretary--Executive	3	7.0
Secretary--Legal	3	7.0
Secretary--To officer	4	12.5
Secretary--Senior	1	1.0
Secretary--Supervisor of Records	1	3.0
Self-employed	3	6.8
Senior Documents Specialists	1	1.0
Title Examiner	1	17.0
Utility Cashier--State	1	1.0
Sub-total	66	8.7 yrs.
Retired	3	14.7
Unemployed	8	8.8
Total	77	8.9 yrs.

VI. REASONS INDIVIDUALS HAVE CHANGED JOBS WITHIN THE LAST TEN YEARS

The respondents were asked whether they had changed employment in the last ten years and if so, the reason for changing to another job. Of the seventy-seven involved in the questionnaire, twenty-one (27.4 per cent) indicated that they had changed jobs. Of the twenty-one that changed jobs, nine changed because of the chance for advancement; eight changed because of personal reasons; three changed because of the spouse being transferred, and only one changed because of the desire to move to a different location.

VII. SALARIES OF INDIVIDUALS AS RELATED TO YEARS OF EXPERIENCE AND JOB TITLES

Classification of Respondents' Salaries According To Years Of Experience

The respondents were asked to rank their current salary and to list the number of years that they had worked for the same business or firm. Table XV, page 63, indicates the results of these questions.

Of the seventy-seven that were surveyed, three of them are now retired and eight of them are unemployed because of personal reasons.

A total of five indicated that they were in a salary range of $4,001 to $6,000; ten, $6,001 to $8,000; twenty-two, $8,001 to $10,000; nine, $10,001 to $12,000; eleven, $12,001 to $14,000; two, $14,001 to $16,000; and seven, over $16,000.

This table also indicated that twelve (18.2 per cent) individuals have been with the same company from one to three years; seven (10.6 per cent) four to six years; four (6.1 per cent) seven to nine years; twelve (18.2 per cent) ten to twelve years; seven (10.6 per cent) thirteen to fifteen years; six (9.1 per cent) sixteen to eighteen years; nine (13.6 per cent) nineteen to twenty-one years; two (3.0 per cent) twenty-two to twenty-four years; four (6.1 per cent) twenty-five to twenty-seven years; and three (4.5 per cent) over twenty-seven years.

Table XV, page 63, also indicates that the sixty-six respondents averaged 13.6 years of experience. In rank order, respondents in the salary range of $14,001 to $16,000 have an average of 22.5 years experience; over $16,000 an average of 15.4 years experience; $12,001 to $14,000 an average of 14.2 years experience; $8,001 to $10,000 an average of 14.2 years experience; $4,001 to $6,000 an average of 12 years

experience; $6,001 to $8,000 an average of 11.4 years experience; and $10,001 to $12,000 an average of 11.3 years experience.

TABLE XV

ANNUAL SALARIES OF RESPONDENTS ACCORDING TO YEARS OF EXPERIENCE

Annual Salary	1-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	27+	No.	Average Number Years
Over $16,000	1	1		1	1	1			2		7	15.4
$14,001-$16,000							1	1			2	22.5
$12,001-$14,000	2	1	1	2		2	1		1	1	11	14.2
$10,001-$12,000	3	1		2	1		1			1	9	11.3
$8,001-$10,000	5	1	1	2	4	2	4	1	1	1	22	14.2
$6,001-$8,000	1	2	1	3	1	1	1				10	11.4
$4,001-$6,000		1	1	2			1				5	12.0
Total	12	7	4	12	7	6	9	2	4	3	66	13.6
Percent of Total	18.2	10.6	6.1	18.2	10.6	9.1	13.6	3.0	6.1	4.5	100%	

Average years of experience: 13.6

Classification of Respondents by Annual Salaries As Related To Job Titles

Forty-five titles were listed by the sixty-six respondents to this question. Annual salaries ranged from $4,000 to over $16,000. Table XVI, pages 65-66, illustrate the job titles as they are related to the respondents annual income.

The highest salaries were earned by individuals with titles of lawyer, Certified Shopping Center Manager, secretary to the president, real estate broker, vice-president of administration, research associate, and professor of business education.

Salaries with the title of "secretary" ranged from $4,000 to $14,000. Individuals with the title of "administrative assistant" had salaries ranging from $4,000 to $14,000. Individuals with the title of "executive secretary" had salaries ranging from $8,000 to $14,000, and "administrative secretary" had salaries ranging from $8,000 to $12,000.

TABLE XVI

ANNUAL SALARIES RELATED TO JOB TITLES

Category	Annual Salaries in Thousands of Dollars							TOTAL
	4-6	6-8	8-10	10-12	12-14	14-16	16+	
Senior Documents Specialists				1				1
Senior Secretary			1					1
Executive Secretary			1		2			3
Administrative Assistant		1	2		1			4
Secretary	1	4	4		2			11
Office Manager			2					2
Partner--law firm							1	1
Self-employed	2							2
Title examiner		1						1
Certified Shopping Center Manager							1	1
Civil Service ClerkSteno Sr.		1						1
Employee Relations Specialists					1			1
Administrative Officer				1				1
Chief Clerk		1						1
Principal Clerk Steno			1					1
Administrative Manager				1				1
Secretary to President							1	1
Owns own business + parttime	1							1
Exec. Sec./Administrative Asst.			1		1			2
Real Estate Broker							1	1
Supervisor of Records Secretary				1				1
Assistant Professor				1				1
Administrative Secretary			1	2				3
Legal Secretary		1	1					2
Paralegal			1					1
Sec. to Vice President-Operations						1		1
Sec. to Regional Administrator				1				1

TABLE XVI (continued)

ANNUAL SALARIES RELATED TO JOB TITLES

Category	Annual Salaries in Thousands of Dollars 4-6	6-8	8-10	10-12	12-14	14-16	16+	TOTAL
Corporation Secretary-Treasurer					1			1
Vice President of Administration							1	1
Research Associate							1	1
Coordinator Employees Benefits						1		1
Sec. to Administration Officer			1					1
Supervisor of Secretaries			1					1
Senior Administrative Secretary			1					1
State Utility Cashier					1			1
Administrative Supervisor				1				1
Assistant Corporation Secretary					1			1
Administrative Officer--Govn't.					1			1
Bookkeeper			1					1
Clerk-steno Reporter			1					1
Assistant Corporation Officer			1					1
Intermediate Clerk Typist	1							1
Professor of Business Education							1	1
Clerk-typist--GS4		1						1
Secretary to Vice President			1					1
Total	5	10	22	9	11	2	7	66

VIII. SUMMARY

This chapter contained the analysis and interpretation of the findings concerning the respondents that have passed the Certified Professional Secretary examination from the states of Colorado, Wyoming, and Montana.

There were seventy-seven individuals represented in this chapter with sixty-six being currently employed.

The fields of education, federal and state government, legal, and oil accounted for 45.5 per cent of the respondents areas of employment. A total of twenty-nine occupational categories were represented.

The majority of the respondents of 85.7 per cent work in cities. Of these cities, 59.7 per cent have a population of over 250,000.

Before taking the CPS exam, 46.7 per cent of the respondents had the title of secretary. Currently only 7.5 per cent of these respondents have the title of secretary.

Married individuals having passed the CPS exam accounted for 41.6 per cent while the single individuals were close behind with 35.1 per cent. The majority of these respondents were in the age group of 35 to 39 and 45 to 49.

The three areas indicating the highest education level of the respondents were very close. Secretarial or business

college with 24.7 per cent, high school graduates with 23.3 per cent, and bachelor's degree with 22.1 per cent. This accounted for 70.1 per cent of the respondents.

The principal duties of these respondents during employment included secretarial duties, individual-decision making, routine clerical, supervision of employees, public relations, preparing reports, routine clerical, and group-decision making.

The majority of the individuals had been encouraged to take the CPS examination from other NSA members.

The respondents believed that Section 4--Financial Analysis and the Mathematics of Business was the hardest section with Section 3--Economics of Management in second place.

Thirty-five per cent of the respondents personally felt that the easiest section on the CPS exam was Section 6--Office Procedures.

With regard to the number of sections passed when taking the CPS exam the first time, 27.3 per cent indicated that they had passed five sections.

The types of employment allowing raises for individuals after having passed the CPS exam showed that banking, education, government, oil, and the utilities ranked the highest. The average amount of bonus received after passing the CPS exam amounted to $350.88.

The majority of these respondents have not changed jobs within the last ten years, but the 27.4 per cent that have done so indicated mainly the chance for advancement.

The salaries of these respondents show that the average is in the range of $8,000 to $10,000, with the majority of individuals working for the same company for 13.6 years.

CHAPTER 4

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study was undertaken in an effort to determine if there were advantages or benefits for individuals who had passed their Certified Professional Secretary examination. Information was obtained concerning the personal and occupational backgrounds of CPSs in Colorado, Wyoming, and Montana. The individuals surveyed were primarily those that do or have belonged to the National Secretaries Association (International).

I. SUMMARY OF FINDINGS

The review of literature revealed that there are numerous ways that education, National Secretaries Association, and management is helping interested individuals prepare for the CPS exam.

Management is also promoting the CPS program in many parts of the United States and Canada.

New areas of interest for individuals that have passed the CPS exam are emerging. Examples of this was illustrated in Table XIV, page 59, showing that many individuals have continued studying after the CPS to go on to become involved in areas such as a Certified Shopping Center Manager, lawyer, real estate broker, a professor, and an assistant professor to mention just a few.

The data needed to complete this study was secured by means of a questionnaire which was completed and returned by individuals from Colorado, Wyoming, and Montana that have passed the CPS examination.

Chapter III analyzed and interpreted the data from the returned questionnaires which contained the personal and occupational background of the respondents. This chapter also contained information on how these individuals advanced since passing their examination.

II. CONCLUSIONS

On the basis of the findings from the data of this study, the following conclusions were drawn:

1. CPS means a great deal to management. It means that when the employer hires a Certified Professional Secretary, he is acquiring an able assistant who possesses the knowledge of office skills, who is able to assume responsibility without direct supervision, who can display initiative and judgement, and who has the ability to make the correct decisions within the scope of authority. It has been noted that 36.3 per cent of the respondents received promotions after passing the CPS exam. Management is becoming aware of the CPS.

2. Perhaps after studying and passing the CPS examination, a secretary may find she/he is better qualified or more

interested in a different type of work. Almost every phase of business now has a secretary, whether it be in manufacturing, selling, legal, insurance, government, banking, or education. Table XIV, page 59, indicates that many of yesterdays secretaries are moving into other job titles and up the ladder of success.

3. The majority of respondents believed that a good secretary should be familiar with modern developments in secretarial forms and procedures, developments in office management and supervision, and the application of the principles of good human relations. Table VII, page 45, identifies these duties and the amount of importance each respondent placed on them.

4. The majority of these respondents were employed in large metropolitan areas. Eighty-five per cent identified with working in a city while 59.7 per cent indicated that the area where they worked had a population exceding 250,000 which represented two of the cooperating chapters.

5. The majority of the respondents were married and in the age groups of 35 to 39 and 45 to 49. Table XI, page 54, summarizes this information.

6. The majority of the respondents realized that opportunities to advance are entirely up to each individual.

Education is a continuing process as it does not stop upon graduation from high school. The person who is willing to continue education and who is keeping up with the times is the person who will advance. A secretary should improve continually. The more the secretary knows, the broader are the possibilities of the job. Table VI, page 43, illustrates that the majority of the respondents have continued along some line of additional education since graduation from high school.

7. This survey revealed that 75.3 per cent of the respondents did not pass the entire examination the first time they took it. A candidate who passes one or more sections on the first attempt, may have the next four years in which to retake the remaining sections. Table XII, page 55, indicates the number of sections that the respondents passed the first time they took the examination.

8. The majority of the respondents indicated that the section on Financial Analysis and the Mathematics of Business was the most difficult section of the examination. The area on Economics of Management was determined to be the second most difficult section of the examination.

9. Thirty-five per cent of the respondents personally believed that the easiest section of the examination was the section on Office Procedures. This may imply that the

respondents are up to date on what is being done in the office of today.

10. It has been revealed that in 36.3 per cent of the businesses the respondents received some type of promotion, yet only 23.5 per cent of them received a monetary bonus. Table XIII, page 57, indentifies the types of employment where monetary bonuses were allowed and the average amount of these bonuses. The average amount of the eighteen receiving a monetary bonus amounted to $350.88.

11. Approximately 78 per cent of the respondents believe they benefited from passing the exam even though they might not have received recognition from their employer. These sixty respondents believe they have met the highest standards of their profession. They know that they are worth more to themselves, their employer, and their company.

12. Only 27.4 per cent of these respondents have changed jobs within the last ten years. This was indicated on page 60 with the primary reasons being the chance for advancement.

13. The average salary range for these respondents was indicated to be between $8,000 and $10,000. Table XV, page 63, indicates that the average length of employment of these individuals is 13.6 years. This might indicate that these

individuals are satisfied with their place of employment.

14. The highest salaries of these respondents had the titles of: lawyer, Certified Shopping Center Manager, secretary to the president, real estate broker, vice-president of administration, research associate, and professor of business education. The salaries for this group were over $16,000 as was indicated in Table XVI, pages 65-66.

15. The salaries for respondents with the titles from "secretary" through "administrative secretary" ranged from $4,000 through $14,000. Table XVI, pages 65-66, illustrates these examples as well as other less predominate titles and their salaries.

16. CPS means to the business educator a recognized standard of achievement to be worked for. Individuals who attain the CPS are a credit to their institutions and instructors, for the CPS has become the trademark of the secretarial profession. Table VI, page 43, illustrates examples where 76.7 per cent of these respondents have had additional training and education since high school. Much of this training was through business education instructors in scheduled review classes preparing for the CPS examination while still others attended a regular college, or university system for additional education as review.

III. RECOMMENDATIONS

As a result of this study, the following recommendations are made:

1. Future secretaries completing secretarial training who plan to advance in the secretarial field should prepare for the Certified Professional Secretary examination as early as possible. This may help them towards advancement in their place of employment.

2. Individuals planning to work in the secretarial field may find it advantageous to move to a larger metropolitan area if they are interested in the higher salaries that are available.

3. Individuals also need to demonstrate initiative while working on the CPS exam by informing their employer about the CPS exam because the majority of management does not know or understand a great deal about this program. This is primarily true in areas where the population is under 250,000.

4. Individuals completing formal education for an associate or bachelor's program in the secretarial or business education fields should be encouraged to take the CPS examination as close to the end of their schooling as possible. Information in such areas as financial analysis, the mathematics

of business, and the economics of management will be fresh in their minds and consequently should be easier for them.

5. It should be noted that banking, educational institutions, governmental agencies, oil companies, and utility companies are the main types of organizations that allowed monetary bonuses for completing the CPS examination.

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APPENDIX

Answer to the following questions will be held in strict confidence.

1. Male_____ Female_____

2. Marital status at the time you passed the CPS exam. (please check)
   Single _____ Widowed _____
   Married_____ Divorced_____

3. What is the population of the community where you work?
   Smaller than 10,000_____ 50,001 to 100,000_____ Larger than 250,000_____
   10,001 to 50,000 _____ 100,001 to 250,000_____

4. Which of the following describes the present community where you work?
   City _____ Industrial suburb _____ Rural_____
   Suburb, non-industrial_____ Small town, non-suburban_____

5. Educational background: (No. of years completed) Mark as many as necessary
   High school (grades 9-12) _____ Secretarial or business college_____
   Junior or community college_____ Four yr. college or university _____
   Vocational-technical school_____ Other:_____

6. What licenses, certificates, diplomas, or college degrees do you have?
   High school diploma _____ A.A. or A.S._____ C.P.S._____ Other:_____
   Bus. College certificate_____ B.A. or B.S._____ C.P.A._____ Other:_____
   Teaching certificate _____ M.A. or M.S._____ C.L.S._____ Other:_____

7. Type of business where you are currently employed:
   Accounting ___ Food Services ___ Oil ___ Other: (please specify)
   Advertising ___ Government: L-S-F___ Real Estate___ _____
   Banking ___ Health Occupations___ Recreation ___ _____
   Construction___ Hotel-Motel ___ Retail ___
   Education ___ Insurance ___ Travel ___
   Engineering ___ Investments ___ Wholesale ___

8. How long have you been with this business or firm?
   1-3 yrs.___ 7-9 yrs.___ 13-15 yrs.___ 19-21 yrs.___ 25-27 yrs._____
   4-6 yrs.___ 10-12 yrs.__ 16-18 yrs.___ 22-24 yrs.___ Over 27 yrs.___

9. If you have changed employers within the last ten years, please check reason for change.
   Spouse transferred _____ Working conditions _____ Personal reasons_____
   Chance for advancement_____ More desirable location_____ Other:_____

10. Are you a member of National Secretaries Association (International)? Yes_____No_____

11. Have you ever been a member of NSA? Yes_____ No_____ Year Joined_____

12. Before you received your CPS rating, what was your title or position?_____

13. Did you receive a raise in salary after passing the CPS exam? Yes_____ No_____
    How much was your annual salary increase because of your CPS rating?_____

14. Who prompted or encouraged you to take the CPS exam? (mark as many as necessary)
    Employer_____ Spouse Fellow employees_____
    Teacher _____ Other family member_____ No one _____
    School _____ NSA members _____ Other: (specify)_____

15. How did you study for the exam? (mark as many as apply)
By myself _____ Scheduled review sessions other than NSA_____
Scheduled review sessions thru NSA_____ Other: (specify)_____

16. When you first decided to take the CPS exam, how long did you study in preparation before you took it the first time?
6 months or less_____ 13-24 months _____
7-12 months _____ 25 months or longer_____

17. Was your employer familiar with the CPS exam before you took it? Yes_____ No_____

18. What year did you first take the CPS exam? _____

19. How many parts did you pass the first time?
6 parts_____ 4 parts_____ 2 parts_____ None of the sections_____
5 parts_____ 3 parts_____ 1 part _____

20. What year did you pass the last part of the CPS exam? _____

21. Please check your age classification at the time you passed the CPS exam:
20-24_____ 30-34_____ 40-44_____ 50-54_____ 60-64_____
25-29_____ 35-39_____ 45-49_____ 55-59_____ 65 and over_____

22. What section did you consider the easiest of the CPS exam?
1-Environ. Relation._____ 3-Economics of Managemt._____ 5-Communications _____
2-Bus. & Pub. Policy_____ 4-Fin. Analysis & Math. _____ 6-Office Procedures_____

23. What did you consider the most difficult section of the CPS exam?
1-Environ. Relation._____ 3-Economics of Managemt._____ 5-Communications _____
2-Bus. & Pub. Policy_____ 4-Fin. Analysis & Math. _____ 6-Office Procedures_____

24. Do you feel that passing the CPS exam has helped you in your job? Yes_____ No_____

25. Do you feel you have received any type of promotion because of the CPS? Yes_____No_____
Specify:_____

26. What is your title or position now? _____

27. What is your approximate annual salary now?
$2,000-$4,000_____ $6,001-$8,000 _____ $10,001-$12,000_____ $14,001-$16,000_____
$4,001-$6,000_____ $8,001-$10,000_____ $12,001-$14,000_____ Over $16,000 _____

28. Please rank the duties you perform (1 to 5 in order of importance, 1 is the highest)
Supervision of employees _____ Routine clerical _____ Other_____
Secretarial _____ Receptionist _____ Other_____
Group decision-making _____ Public relations _____ Other_____
Individual decision-making_____ Preparing reports_____ Other_____

29. Do you feel that there are any advantages that you enjoy at home, work, or socially because of the CPS rating you have earned? (specify)

_____

_____

_____

_____

Rt. 4, Riverside Trlr. Ct., #12
Bozeman, Montana 59715
March 20, 1973

CPS--I NEED YOUR HELP!

The few minutes necessary to complete the enclosed questionnaire could help many prospective secretaries and future Certified Professional Secretaries.

The answers that you as a Certified Professional Secretary provide on this questionnaire will help to determine the opportunities and advantages available for prospective CPS candidates in Colorado, Wyoming, and Montana.

The interpretation of data will allow me to give direction and guidance to students who plan to pursue secretarial careers and to provide them with a list of advantages that you as a Certified Professional Secretary have received.

Please take a few moments--now--to complete the questionnaire and return it in the stamped, addressed envelope. Your answers will be held in strict confidence.

Sincerely,

Elsie M. Johnson

(Mrs.) Elsie Morrow Johnson

Enclosures: Questionnaire
Stamped envelope

PS: To identify myself, I am a member of Rim Rock Chapter of NSA in Billings, MT, a past president of Rim Rock Chapter, a vocational business education teacher, a graduate student at Montana State University in Bozeman, MT, and also the daughter of Mrs. Marie B. Morrow, CPS, of Billings.

Rt. 4, Riverside Trlr. Ct., #12
Bozeman, Montana 59715
April 4, 1973

CPS--I STILL NEED YOUR HELP!

Several weeks ago, questionnaires were sent to many individuals who have attained the CPS rating in Colorado, Wyoming, and Montana. A large number of these have been returned. However, to obtain worthwhile results, it is hoped that all individuals will return the completed questionnaires.

You, as a CPS, are the most important part of the research program. Please take a few minutes--during coffee break or before your favorite TV program--to complete the questionnaire. A duplicate is enclosed in the event the first one was lost or misplaced.

Your answers will be held in strict confidence.

Sincerely,

(Mrs.) Elsie Morrow Johnson

Enclosures: Questionnaire
Stamped envelope