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## A survey of industrial Terre Haute

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A SURVEY OF INDUSTRIAL TERRE HAUTE

by

Nell Glenn Darrough

Contribution of the Graduate School  
Indiana State Teachers College  
Number 180

Submitted in Partial Fulfillment  
of the Requirements for the  
Master of Science Degree

1934

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## ACKNOWLEDGMENTS

A survey of the kind found in the following pages requires the assistance, co-operation and advice of many. To the business men of Terre Haute who so graciously assisted me in collecting the data, and to the members of the faculty of the Graduate School of Indiana State Teachers College, especially Dr. J. R. Shannon, Professor E. E. Ramsey, and Professor Shepherd Young, I am deeply grateful for suggestions and advice.

N.G.D.

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## I. INTRODUCTION AND DISCUSSION OF SURVEY

An important factor in the training of the commercial pupil is a closer cooperation of business men and commercial teachers who are responsible for the employment and training of these individuals. From business men come valuable suggestions based on their experience in working with the product of the commercially trained in high school.

To secure these suggestions it was thought best to go to the executives in charge of various industries and firms for data, and the problem of this thesis is to establish a closer relationship between the commercial department of high schools and business and to discover the weaknesses and strong points of the present commercial training and to suggest a curriculum that will better meet the needs of the business world.

The cordial reception of this survey bespeaks a willingness on the part of personnel managers in business to cooperate with the leaders in the schools in discovering more adequate means of helping the commercial-school graduate to better understand the mechanics of the business world and to more readily find themselves in their respective vocations.

In securing the data for the survey the method of personal

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interview with managers in the various industrial plants and firms was used. At the time of each interview an outline and questionnaire was filled out by the writer.

The questionnaire contains ten leading questions centered around the commercial-high-school graduate in an effort to determine the general effectiveness of this training. The weak and strong points of young men and women who enter business direct from the high school are taken up. Business men are asked to suggest any change in the present high-school curriculum that might help these young people to perform their new duties more efficiently. The practicability of the "part time" worker is discussed, as is the type of citizenship training that should be given in high school to equip young people to enter business as useful and successful citizens.

Since it is the executive's task in any firm or industry to adjust human relations and the nature of the principles by which these adjustments are made, and to determine the relations of a concern to its workers, to competitors, to customers, and to the public, the writer felt that such an individual's experience would be a rich source for valuable information. So in each instance she requested that the interview be held with an outstanding executive. This request was graciously granted by every firm or industry.

The survey included different types of industries and firms that would give a wide and comprehensive picture of industrial Terre Haute. A complete list of firms and industries interviewed is given in the Appendix. Twenty-two outstanding

manufacturers were interviewed. These were chosen as representative industries of Terre Haute and in most cases the type of product manufactured is quite different, which results in a wide range of varied types of office workers. This affords a vivid picture of actual business conditions and activities in local business offices.

The following list will show the wide range of products produced by the twenty-two factories interviewed. They are manufacturers of: glass containers, bottles and jars; clothing, consisting of work clothes, sports and summer clothing; farm machinery and motor trucks; enamel ware for kitchen, hotel, restaurant and hospital; coke, ammonia sulphate and various by-products that are constantly changing; groceries, hardware and furniture; preserves, peanut butter, mayonnaise, canned beans; paints and enamel; cans; truck bodies and repairing parts of automobiles; sheet metal products; ice and fuel; printed matter of various types; corrugated paper products; chemicals, wrought iron and steel; crackers, biscuit and bread; baking powder; tomato juice and a variety of bottle goods.

The three public utilities companies of Terre Haute were included in this survey. They are representative of a very outstanding type of public service which would require a high-type office worker. These companies employ forty-six workers for clerical or office work. The work in these companies would be varied and would necessitate versatile, competent office procedure. One of these companies furnishes public communication, another fuel and gas and still another, electricity.



The Industrial Supply Company deals in wholesale distribution of plumbing and heating apparatus. Their product is taken from the mine to the mill and later arrives at the Industrial Supply Company to be distributed out as stated above. This company employs three office workers, one bookkeeper and two stenographers. "A few efficient, well-trained workers can do the work of many, poorly trained" seemed to be the slogan of this busy office.

The Mid-Continent Petroleum Corporation is a very large concern doing an extensive business in a number of other states. Sixty-five clerical workers are employed there. Its offices are splendidly equipped with all modern office equipment. The writer enjoyed being guided through the various departments to watch the operation of some of the new machines. The company had installed a number of the International Business machines and have trained expert operators. The key punch and verifying machine was the most outstanding one. This company markets petroleum products such as gasoline, kerosene, lubrication oil, greases, etc.

The Wadley Company, handling all types of produce, such as poultry, butter and eggs, employs four workers in the office. However, there are a number of other lines of work in this firm that require trained workers, but not necessarily "commercially trained." Some of these are expert egg breaking, egg conditioning, poultry dressing, as well as the various duties in the creamery and packing department. The manager interviewed stated that he thought workers of the above type should have a through four-years high-school training because in every instance it meant better thinking. He stated these lines of

work challenged a mind of average training, and without it, promotion was almost impossible.

Terre Haute Pure Milk and Ice cream Company, manufacturing and distributing Pasteurized dairy products, has an office force of seven people. In this company there is one stenographer and six bookkeepers. It was interesting and food for thought to hear the manager of this company state that "Bookkeepers would be better off if they never had any bookkeeping training before coming to the office." However, upon checking it was found that every worker in the office was a high-school graduate, although the manager stated that such training was not required.

The First McKeen National Bank and The Terre Haute Trust Company were chosen as representative financial institutions of Terre Haute. The Terre Haute Trust Company employs thirteen office workers and the First National Bank, five. In the banking business it was found that in many instances the executives start the beginning worker as a clerk and watch him carefully to determine if he will make a good teller or bookkeeper. The interviewee also stated that early in the game a distinction between a "bank executive" and a "bank clerk" was easily distinguished. The writer discovered that these two institutions had functioned some in the "part time" employment plan.

A Herz and Root Dry Goods Company were chosen as representative department stores of Terre Haute. These stores employ thirty-two office workers. However, it was found that department stores employ a vast number of other employees, who though not requiring commercial training in the strictest

sense, could be better fitted for these positions if they took such high-school subjects as salesmanship, clothing, household chemistry, commercial arithmetic, elementary business training and similar subjects.

Companies dealing in small loans and savings interviewed were the Morris Plan Company of Terre Haute and the Indiana Loan Company. These companies employ eight office workers. It was found that the Indiana Loan Company did not employ a bookkeeper. The manager stated that the "card system" of keeping records was handled by the stenographers. Complex and varied duties fall to the workers of these companies. Their training needs to be very broad and general. One manager stated that workers of his company, in addition to the regular office routine duties, were expected to study details of the company's business with an eye to be of actual service along all lines of its business activity. He stated that they should learn to cultivate the ability to judge people, be able to meet them cordially, with sympathetic understanding, and have a general knowledge of the various occupations represented by people seeking loans. For illustration, if the individual who seeks a money loan happens to be a farmer, the office helper should know something about farm life, etc. It was interesting to the writer that this manager suggested that some type of applied psychology should be taught in high school.

Four chain stores were interviewed: two drug stores, one five- and ten-cent store and one grocery store. The writer had planned to list two grocery chain stores but one of them did not seem to wish to furnish the desired information. When

When asked for the interview the manager asked anxiously about the survey; requested that he be permitted to look over the outline and questionnaire. This was permitted. He then asked the writer to leave the outline with him to be filled out later. This was also done. The writer called for the outline when she was told to do so, but was told it had not been filled out. The writer did not return for the outline and questionnaire. In all of the fifty firms/<sup>five</sup>and industries interviewed this was the only case where there was any inclination on the part of the managers that they did not wish to cooperate fully and give the desired information. Since the manager who did not seem to wish to fill out the blank and questionnaire was quite young it might have been he was new at the business and really did not know how to fill them out rather than not wishing to cooperate.

The grocery store, where an interview was granted, employed one worker. In this store the office worker was a general clerk with no particular training. However, the manager stated that a high-school training would be all right for a general clerk. It was interesting to learn that all of the bookkeeping and stenographic work for the two chain drug stores and one grocery store was done at a central office located at Indianapolis, Indiana. In the five- and ten-cent store the office workers were a bookkeeper and one assistant. The manager stated that these two workers did not have any training for their work but were "self-trained." Both were high-school graduates but neither of them had been commercially trained.

J. W. Davis Company, better known as "Davis Gardens" was interviewed as a representative grower and marketer of hot-house vegetables. One bookkeeper, one private secretary and one stenographer, constitute the three office workers in this company. All of these workers were graduates from the commercial department of Terre Haute high schools. This was their only training. Outside of the three office workers, this company employs 172 workers in the gardens. The manager stated that that type of work did not require training of any kind. He spoke of the "rough type" of dress worn by these workers as being unattractive to a girl of innate refinement and culture, regardless of the fact that she was not trained for other types of work.

Omer R. Rhodes, General Insurance and Real Estate, was interviewed as a representative real estate business. This company employs six office workers; these workers were trained in high school and supplemented by some training in business college.

The Chamber of Commerce was interviewed; one office worker was found there. The training indicated was broad, since her duties were general and not restricted to one particular type of work.

The comptroller's office of the Indiana State Teachers

College has four clerical workers. These were all high-school girls and all except one had had some college training.

The professional men interviewed were selected from the legal, ministerial and medical professions. The lawyer interviewed had a private secretary and one stenographer, the minister a private secretary and the doctor had a private secretary and one office girl. The minister's secretary in addition to her commercial training had had three years of college training. The minister expressed himself as thinking a high-school graduate did not have enough background to become a successful secretary. He thought one should have at least two years of college training.

## II. DISCUSSION OF QUESTIONNAIRE

The questionnaire used in this survey contained ten leading questions designed to ascertain the following information: if the firm or industry employed graduates of Terre Haute high schools; the duties of each occupational group; strong and weak points of office workers; suggestions for any change in the regular high-school commercial course that would increase the effectiveness of an individual's business activity; the practicability of the "part time" business position; the type of "citizenship training" that should be taught a young man or woman entering a business career.

The first question is as follows: Have you employed graduates of Terre Haute high schools? Forty-eight out of the fifty firms and industries interviewed stated that they were using Terre Haute high-school graduates. The two industries not employing local graduates had but recently located in Terre Haute. The managers of each industry explained that he had brought his own office force with him from his former location; each stated that in the future he would expect to use Terre Haute graduates. Since the two industries not using local graduates was due to limited length of time in the city, replies to this question indicate that business men are employing Terre Haute high-school graduates one hundred

per cent. However, since many of them go to business college for their workers, the writer found that there could be many more Terre Haute graduates placed in various business firms and industries. Since the business college enrollment in the main consists of students from surrounding towns of Terre Haute, this results in many outside workers being placed in local firms and industries. In most cases it was discovered that business men never think of calling for workers from high schools but instead they call the business college. When asked why they did not call one of the Terre Haute high schools the answer usually was "Just never thought about it." In answer to the question if they would be willing to give these pupils a trial almost all of them indicated a perfect willingness to do so. Many went a step further and stated that since there was a commercial course in the high schools it should function to the extent that an individual graduating from the commercial department of the local high schools should be able to enter a business office directly and do effective work. So there should be some means of systematic placement operating between business men and Terre Haute high schools.

Question number two: What have been the important duties you expected each occupational group to perform? Since each firm or industry had some few duties peculiar to its own particular activity, the writer held these occupational



groups to the type of worker checked in the outline that was filled out at the same time the questionnaire was.

These workers were: managerial, bookkeepers, stenographers, salesmen, general clerks, and filing clerks. With the exception of managerial, the duties of the above workers were found to be quite uniform. Since the duties of a chief executive or manager were so clearly one entirely governed by the nature of the business or industry, the writer did not endeavor to check this type of occupational duties. She did, however, check the average education required of the manager or chief executive, and some of the needed personal qualities. In most cases the education indicated was graduation from a recognized college or university; but in some instances it was found that a lack of education was compensated for by high intelligence or skill developed by years of service in the firm or industry. The personal qualities discovered were executive ability, initiative, originality, cooperativeness, ability to develop men, and reliability.

Duties of a bookkeeper: Make routine records in connection with a complete set of books. The bookkeeper keeps a systematic record of business transactions in order to show their relation to each other, and state of the business in which they occur; he makes routine records in connection with a complete set of books, involving the use of the day book, the cash book and ledger. In the limited scope of this survey, the work of the bookkeeper ranged from a simple

journal entry to a complicated system of accounts for each department of the business or industry.

Duties of a stenographer: Take dictation; transcribe it; make carbon copies; file correspondence or prepare for files; look after all detail connected with getting out the daily mail; in the absence of a private secretary, meet callers and arrange for interviews with executives.

Duties of a salesman: Sell merchandise of various kinds; arrange and display stock; keep stock in salable condition; make out sales checks and other forms; take orders by telephone and through mail; help with inventory; figure discounts; give information and familiarize customers with policy of firm or industry; meet and mix with the public.

Duties of general clerk: Answering telephone; make out bills; prepare deposits and make them; sorting and arranging vouchers; typewrite from copy; trace way-bills; handle all mail; open and arrange it; meet callers and direct them.

Duties of filing clerk: Transferring old material to prepared files; file current letters; vouchers; reports, etc., for future reference; prepare folders for use; arrange filing system for special needs of the business; classify all material before filing; getting from files required material and replacing it.

Question number three: Have they been able to perform these duties efficiently? The replies to this question show the following distribution of views as to the efficiency of workers.

Table I  
EFFICIENCY OF OFFICE WORKERS

| Answers to question | Percentage of answers |
|---------------------|-----------------------|
| Yes .....           | 20                    |
| No .....            | 25                    |
| Yes and no ....     | 5                     |

There seems to be quite a diversity of opinion as to the success or efficiency of office workers. Forty per cent of the answers indicate that business men have found the worker efficient; fifty per cent stated positively that they had not found them efficient; while the "have and they haven't" type of answer was ten per cent. The following remarks or answers are typical of the latter group. "Yes, because when they are not efficient we don't keep them." "About twenty per cent have, others not." "In some cases yes, others no." "About fifty-fifty, as many have succeeded as have failed."

Question number four is an effort to check question three and try to discover just where the worker has fallen down. The question: If not, where have they fallen down? Many versatile replies were given to this question. However, after the writer had listed and checked the fifty responses, she found, though worded differently, in content they were quite similar.

These replies were as follows:

Lack of initiative--must be told every little thing to do and how.  
 Lack of responsibility.  
 Poor application.  
 Need sympathetic understanding of the job itself.  
 Not enough cultural background.  
 Failure to think for themselves.  
 Do not know what it is all about.  
 Lack of interest.  
 Inability to follow instructions either written or oral  
 Failure to use "horse sense."  
 Not fitted for particular type of work.  
 Too much play and not enough work.  
 Innacurate and careless.  
 Lack of confidence.  
 Inability to concentrate.  
 Get-by attitude.  
 Poor spelling.  
 Illegible writing.  
 Poor English, can not use common rules for punctuation.  
 Too young to take responsibility.  
 Lack definite purpose.  
 Failure to realize that "dictation must make sense."  
 Have no clear conception of the ultimate purpose to which the product of their job was applied.

The chief difficulty seems to be that workers do not think. The feeling seems to prevail that much depends upon common sense, or as several said "horse sense"; they have been told too much and too often. They do not think beyond their present job; they do not realize that in order to be promoted that they must be better than satisfactory. Many do not benefit from constructive criticism. Most of them have the mistaken idea that when they finish school their studying days are over. Lack of initiative and inability to carry out orders was the highest frequency weakness with inaccuracy and carelessness following closely.

Question number five: Could you suggest lines of training that would overcome the inefficiencies you have found in each group? It has been the writer's experience that when business men are asked to express themselves about certain

things they become cautious and fail many times to express what they really do think. However, this is not true in indirect statements if the interviewee feels he is not going to be quoted. So for this reason the writer felt that listing some of the statements just as they were given to her, would be the most effective manner of showing a business man's reaction to this question. They follow:

"Stress application more than theory and teach them to learn to conform to the needs and desires of the man in charge."

"A more through course in punctuation and an understanding of legal terms."

"Develop a sense of responsibility."

"Use some type of vocational aptitude tests to eliminate workers from field in which they have no talent or ability."

"Attention to details and try to form an early habit of self-improvement."

"Spelling and writing should be more thoroughly taught."

"Writing and the ability to read handwriting of others."

"Develop ability to think constructively and the value of appreciating the job and its future."

"Train for the ability to 'think on their feet'."

"Writing should be legible and mathematics taught until simple problems can be solved."

"Instill alertness and the need to use plain 'horse sense'."

"More study and less sociability."

"More training in English and thrift."

"Get business men to talk to classess--this will give a practical office atmosphere and a knowledge of office conditions."

"A more through and intensive course in spelling."

"Commercial teachers with actual business office experience."

"Too many different types of subjects. Better have a few well mastered."

"Some training for proper social life outside of business."

"More written directions. In industry individuals are given written details."

"Carefully check the individual's mistakes in school; have penalties for them to the extent that the pupil knows he must do the thing correctly."

The above statements, valuable as they are, can not be used as criteria for training in high school. The fallacy of trying to do so is quickly seen in these conflicting statements, "More study and less sociability." and "Some training for proper social life outside of business." Many such differences of opinion were met and this fact alone precludes any effort whatever of trying to establish any type of training around simple "opinions and statements." All the writer has attempted to do in this question is to survey the statements of those persons interviewed in an effort to determine some worth-while objectives of education for business.

Question number six is as follows: What are the strong points you have found? "Willingness to work" was listed eleven different times with each individual using the exact wording; eight listed "Loyalty to firm or industry." Others were:

- Good general knowledge
- Dependable and want to succeed
- Clear-cut thinkers
- Industrious
- Open-minded--not weighed down by tradition
- Character and honesty

Persistence founded upon necessity.  
Good habits and integrity.  
Ability to meet the public.  
Versatile.

Only one answer was negative and indicated that the schools were not rendering a beneficial service to the individual. This answer was, "Nothing excessive." In the main, business men seem to think very highly of work accomplished by the schools as to general training, but they do not think the commercial training is as effective as it should be. Many of them expressed the opinion that they felt it necessary for the commercially-trained graduate to supplement this training with some business college training; or stated that the individual would have to become more efficient than the present commercial pupils seemed to be before they could do satisfactory office work.

Question number seven: What subject or subjects would you suggest adding to the regular high-school course that would increase the effectiveness of a pupil's business activity? Since in most cases the subject suggested was already taught in the high-school course, and since it was suggested that certain subjects should be "stressed more", the writer listed these as well as the ones the interviewee suggested should be added. Subjects that should be added to the course of study are: machine operation, thrift, business management, elementary psychology and applied psychology. Subjects already included in the curriculum that were listed were: public speaking, economics and

commercial law.

Since the subjects of writing, spelling, simple fundamentals of arithmetic and English were so evidently the ones in which the individuals were falling down, and since so many men spoke of the ineffectiveness of training in these subjects, the writer listed them according to the number stressing these points.

Table II  
SUBJECTS WHICH SHOULD BE STRESSED

| Subjects              | Percentage of suggestions |
|-----------------------|---------------------------|
| Writing .....         | 15                        |
| Spelling .....        | 20                        |
| Simple arithmetic ... | 30                        |
| Simple English .....  | 20                        |

Table II indicates that <sup>1</sup>thirty per cent feel that writing should be stressed until the individual is capable of writing legibly; forty per cent feel that spelling should be stressed until the individual can spell correctly average business words coming up in different types of office correspondence; sixty per cent find that the individual is not capable of solving simple problems in percentage and the discounting of notes and is wholly incapable of rapid accurate addition, division and subtraction; forty per cent criticized the worker for not being able to punctuate and construct simple sentences.

<sup>1</sup> The total of these percentages does not equal one hundred per cent because in many instances interviewees gave more than one answer.



Question eight relates to the "part-time" worker in the business world and was stated as follows: Do you think it would be a good idea to place our commercial pupils in "part-time" business positions? Twenty-four men stated that they thought it was a good plan all right but that they did not think it could be done in Terre Haute. They positively stated that they could not use the "part-time" worker in their place of business. Eight, though feeling the plan an impracticable one, stated they would be willing in ordinary times to cooperate with the school to try and see if it would be practicable and effective.

TABLE III  
REACTIONS OF BUSINESS MEN  
to the  
PART-TIME WORKER

| Part-time Worker                   | Percentage of Replies |
|------------------------------------|-----------------------|
| Yes .....<br>(not in own business) | 24                    |
| Yes .....<br>(in own business )    | 8                     |
| No .....                           | 16                    |
| Could not answer ...               | 2                     |

Forty-eight per cent who indicated the "part-time" worker was a good plan stated they would not be able to use him in their own business; sixteen per cent who stated the plan a good one expressed a willingness to try the plan in their own business and see how well it worked. Thirty-two

per cent were positive that the plan was wholly impractical and not worth trying. They stated an unwillingness to use the "part-time" worker under any conditions. They seemed to feel that it would not be of any benefit to either worker or business. Four per cent frankly stated they could not answer the question.

Question number nine reads: What do you think of the effectiveness of the present high-school training for boys and girls as preparatory for entering business?

TABLE IV  
OPINIONS CONCERNING THE EFFECTIVENESS OF  
HIGH-SCHOOL TRAINING

| General Training         | Percentage of Replies |
|--------------------------|-----------------------|
| Very effective .....     | 20                    |
| Fairly effective .....   | 7                     |
| Not effective .....      | 8                     |
| Depends upon individual. | 10                    |
| Could not answer .....   | 5                     |

Forty per cent expressed the opinion that in the general training of pupils, the Terre Haute high schools were doing effective work of a very high type; fourteen per cent were not so enthusiastic about the effectiveness of the high school and seemed of the opinion that much could be done to improve the present high-school

courses; sixteen per cent were quite positive that the high-school training was wholly ineffective. One very prominent man stated that the high schools were "perfect flops"; another said, "Don't think much of the training."; still another "Too much trash." This statement was made, "There is something wrong somewhere--too much dependence upon books I think." And another said, "High schools have gone to seed, they should get away from the old fundamentals and teach something--the reason 'why' instead of so many glib answers." Twenty per cent expressed the opinion that they thought it was hard to pass upon the effectiveness of the high-school training since it was up to the individual rather than the school as to what he got out of the training given. Ten per cent frankly stated that they were unable to answer the question.

Question ten related to character training and was stated as follows: What type of "citizenship training" do you think should be taught a young man or woman entering a business career? This question seemed to be the most difficult for business men to answer. Of the forty who ventured responses at all, twenty-five were not specific enough to be classified. They seemed unable to form a conception of "citizenship training" and so were not capable of making a nebulous statement relating to this particular type of training. A few of the replies are listed below:

Religious training.  
Develop a civic consciousness.

Through course in political science.

Military training.

Teach temperance and thrift.

A through knowledge of functions of government.

Loyalty to community and government.

Train in habits of honesty, industry and service.

Instill a respect for the constitution and government.

Instill a regard for other people's rights.

Encourage boys and girls to unite with clubs such as boy scouts, Y.M.C.A. and Y.W.C.A.

Instill an appreciation of property values.

Make the school the social center.

A doctor answered this question by stating, " A through course in physiology should be required in high school. Young men and women should know about the body and its care. They should be warned of pitfalls." Another business man stated, "Young people should be taught to uphold everything in politics and government that is non-partisan." In the main most business men expressed themselves as thinking that most of the "citizenship training" is or should be received in the home. They did not seem to feel that the school was responsible for this particular training inasmuch as most of a child's attitude toward life and his conduct as a citizen was more or less established by his home environment.

### III. TRAINING NEEDED FOR EMPLOYEES

A summary of the findings relative to the training needed for various types of office workers is shown by a chart on page 27. This is a summary of the individual charts found in the appendix of this thesis, showing the training of the various workers employed by each firm or industry; and also indicating an evaluation of college training as essential, desirable or not important for the different types of office workers employed. The figures in each column of the chart on page 27, indicate the replies of the fifty men interviewed relative to the desired training for their office workers.

The heading of the chart indicate the type of position, incidence of training whether undergraduate, high-school, special or college trained and an evaluation of college training from the standpoint of essential, desirable, or not important, for each type of office worker. In interpreting the chart take the position of bookkeeper as an illustration. After this type of worker is found the figure "1" in the column headed "Undergraduate". This means that one man of the fifty interviewed felt that an individual could do effective work as a bookkeeper who was not a high-school graduate; the figure "47" in column headed "High School" indicates that forty-seven men felt that a bookkeeper should be a high-school

graduate; the figure "21" appearing in the "Special" column, indicates that twenty-one of the fifty men felt that a worker should have a business college or special training; the figure "2" in column "College" indicates that two of these men felt a bookkeeper should be a college-trained individual; figure "8" in column "Essential" shows that eight men felt college training was essential for success as a bookkeeper; figure "27" in column "Desirable" indicates that twenty-seven of these men felt that though not an absolute necessity, a college training is highly beneficial for a successful bookkeeper; and figure "14" in column "Not Important" indicates that fourteen men of the fifty felt that college was wholly unnecessary or unimportant for the success of a bookkeeper.

With one exception this chart represents the opinions of the fifty<sup>five</sup> men interviewed, as to the training they think is essential for different types of office workers. This exception is figure "19" in column headed "College". This figure represents the actual number of college graduates that the writer found among the fifty business men themselves. Nineteen out of the fifty interviewed were college graduates. In all other instances under managerial positions, it is the opinions of these men rather than the actual training that is shown.

In the appendix of this thesis separate charts show the training of the workers employed by each firm or industry interviewed. The heading of the charts indicate if the worker is an undergraduate, high-school graduate, special or

college graduate. In every case other than the managerial positions, the number of each type of worker is also shown. Figures in the column after each type of worker indicate the number employed and the column heading shows the training. For instance in the case of a stenographer's checking, if the figure "2" appears after the stenographer under the column heading of "High School" this indicates that there are two stenographers in the firm or industry with high-school training. If this training has been supplemented by one of them in a business college the figure "1" will appear in the column headed "Special". Should the manager indicate that this type of worker does not need a college training, the column headed "Not Important" under the general column heading "Evaluation of College Training" will be checked with ditto marks, thus ( " ). In case the number of workers is not known or there is only one worker this same symbol ( " ) is used in appropriate columns.

In checking the opinions of business men for the need or necessity for college training in their respective industries or firms the three headings "Desirable", "Essential" and "Not Important" were used. Each worker was checked by the writer to determine the consensus of opinion as to the need of a college training for various types of office work.

## TRAINING DESIRED FOR VARIOUS TYPES OF EMPLOYEES

| Types of Positions  | Incidence of Training |             |         |         | Evaluation of College Training |           |               |
|---------------------|-----------------------|-------------|---------|---------|--------------------------------|-----------|---------------|
|                     | Under-graduate        | High School | Special | College | Essential                      | Desirable | Not Important |
| Managerial Position | 2                     | 48          | 4       | 19      | 9                              | 27        | 14            |
| Bookkeeper          | 1                     | 47          | 21      | 2       | 2                              | 3         | 43            |
| Private Secretary   |                       | 8           | 6       | 2       |                                | 5         | 3             |
| Stenographer        |                       | 41          | 9       |         | 1                              | 1         | 39            |
| Salesman            | 8                     | 20          |         |         | 1                              | 11        | 16            |
| General Clerk       | 4                     | 8           | 2       |         |                                | 1         | 11            |
| Filing Clerk        |                       | 19          |         |         |                                |           | 19            |



#### IV. SUMMARY AND CONCLUSIONS

From this survey it would appear that commercially trained high-school graduates should receive a more intensive training and that it should be made more practical and business-like. Pupils who expect to become successful stenographers must learn the value of common sense and to know that no transcription could ever be acceptable that "does not make sense." In order to do effective work in the teaching of commercial subjects, teachers must know and understand actual business conditions. No teacher should ever undertake to teach commercial subjects who has not had some experience in a business office. The classroom in any commercial course should be as much like a business office as possible. Such business habits as attention to details, industry, promptness, loyalty, courtesty, integrity and an appreciation of the job's future should be constantly stressed in the classroom.

The type of machines used in Terre Haute offices do not justify the teaching of machine operation in the high-school. The machines used are simple to operate, and with the exception of two business men, the writer discovered the managers interviewed felt that the operation of office machinery could

be quickly and efficiently taught in the office. Of course this does not apply to the typewriter.

Business men, though expressing themselves as thinking the "part-time" worker a good plan, do not seem to think it would be a workable one in Terre Haute. They think it is impractical. However, as several men indicated a willingness to cooperate with the schools, an experiment along that line could be made to ascertain definitely whether the scheme is practical or not.

A higher educational level is desirable for many types of workers in Terre Haute. However, with the exception of one or two instances, every man interviewed stated that he would not want a worker who was not a high-school graduate. To increase the high-school graduates' perspective of life and to develop a keener enjoyment of living, something should be done to create in the individual a desire to continue studying after leaving school. This is particularly true of the high-school graduate who enters the business world immediately after finishing high school. One man said he always asked an applicant for a position what he was reading. He stated he could usually judge the worker's ability and chances of success in his industry if he knew what type of reading the individual was in the habit of doing.

The commercial courses now offered by the high schools

of Terre Haute should be more thoroughly understood by business men; and a closer relationship should exist between the commercial department and business men. These men need to know that in most cases the schools are just as capable of sending fine efficient workers to their offices as are the business colleges. This would mean a great saving for the individual who must plan to enter business just as soon as he can prepare for it.

Terre Haute needs a systematic placement plan operating between all three high schools and the business men of the city.

From the data received from this survey of Terre Haute, it would seem that from the information gained from business men interviewed that the following main deficiencies exist in the commercial curriculum and teachers:

1. Insufficient insistence on fundamentals
2. Too diverse and extensive
3. Teaching of antiquated methods
4. Insufficient preliminary training on behalf of teachers
5. Teachers do not familiarize themselves with existing conditions in industry.
6. Teachers need actual business experience

Business men are in favor of a commercial high school curriculum consisting of two parts, the cultural or academic work and the practical or business work. The main insistence is upon greater emphasis of the "three R's" and the ability to make sensible transcription from shorthand notes; to spell well and to construct and correctly punctuate sentences.

Without in any way seeming to be all-inclusive, the

following is advanced as being acceptable in the main to the business men who were interviewed:

- I. Cultural Subjects (many of those regularly found in the curriculum of the purely academic high schools.)

## II. Practical Subjects

### A. Book and Instruction Work

1. English--with emphasis on spelling, punctuation, grammar, and business letter writing.
2. Arithmetic--both written and mental simple fundamentals.
3. Penmanship--until the handwriting is legible.
4. Business subjects as stenography, typing, book-keeping--until a through knowledge of debits and credits is gained, filing, and commercial law.
5. General business practice, office methods, and general business procedure.

### B. Ethical and Inspiration Work

Insistence upon such matters as business ethics; character; honesty; accuracy; industry; the value of a definite purpose; thinking for one's self, the correction of the fallacy that one's studying days are over on commencement day.

## APPENDIX

### ALPHABETIC LIST OF FIRMS AND INDUSTRIES INTERVIEWED

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## AMERICAN CAN COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| Manager   |                   | "           |           | "       | "                              |           |               |
| Office Manager                                  |                   | "           |           | "       |                                | "         |               |
| General Foreman                                 |                   | "           | "         |         |                                | "         |               |
| Master Mechanic                                 |                   | "           |           | "       |                                | "         |               |
| Stenographer                                    |                   | 2           |           |         |                                |           | "             |
| Cost Clerk                                      |                   | "           | "         |         |                                |           | "             |
| Shipping Clerk                                  |                   | "           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Tello-Type                                      | 1                 |             | 1         |         | Western Union                  |           |               |
| Comptometer                                     | 3                 |             | all       |         | In office                      |           |               |
| Typewriter                                      | 4                 |             | 4         |         | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Personality                                     |                   |             |           |         |                                |           |               |
| Broadmindedness                                 |                   |             |           |         |                                |           |               |
| Tactfulness                                     |                   |             |           |         |                                |           |               |



## ANCHOR PRINTING COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |           | Evaluation of College Training |               |                 |
|---|-------------------|-------------|-----------|-----------|--------------------------------|---------------|-----------------|
|   | Under-grad-uate   | High School | Spe- cial | Col- lege | Es- sen- tial                  | De- sir- able | Not Impor- tant |
| General Manager                                 |                   | "           |           |           |                                | "             |                 |
| Office Manager                                  |                   | "           |           |           |                                | "             |                 |
| Bookkeeper                                      |                   | 1           |           |           |                                |               | "               |
| Stenographer                                    |                   | 1           |           |           |                                |               | "               |
| Salesman  |                   | "           |           |           |                                | "             |                 |
| MACHINES  | Number            |             | Operators |           | How trained                    |               |                 |
| Typewriter                                      | 2                 |             | 1         |           | High                           | School        |                 |
| Adding  | 2                 |             | 1         |           | High                           | School        |                 |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |           |                                |               |                 |
| Common sense                                    |                   |             |           |           |                                |               |                 |
| Honesty   |                   |             |           |           |                                |               |                 |
| Loyalty   |                   |             |           |           |                                |               |                 |
| Industry  |                   |             |           |           |                                |               |                 |

## BRADEN MANUFACTURING COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |          |          | Evaluation of College Training |             |                |
|---|-------------------|-------------|----------|----------|--------------------------------|-------------|----------------|
|   | Under-grad-uate   | High-School | Spe-cial | Col-lege | Es-sen-tial                    | De-sir-able | Not Import-ant |
| General Manager                                 |                   | "           |          |          |                                | "           |                |
| Factory Superintendent                          |                   | "           |          |          |                                | "           |                |
| Shipping Clerk                                  |                   | "           |          |          |                                |             | "              |
| Head Bookkeeper                                 |                   | 1           | 1        |          |                                |             | "              |
| Asst. Bookkeeper                                |                   | 1           |          |          |                                |             | "              |
| Stenographer                                    |                   | 2           | 2        |          |                                |             | "              |
| Salesman  |                   | 4           |          |          |                                |             | "              |
| MACHINES  | Number            |             | Operator |          | How trained                    |             |                |
| Adding Machine                                  | 1                 |             | all      |          | In office                      |             |                |
| Comptometer                                     | 1                 |             | 1        |          | Machine agent                  |             |                |
| Typewriter                                      | 2                 |             | 2        |          | Business College               |             |                |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |          |          |                                |             |                |
| Integrity                                       |                   |             |          |          |                                |             |                |
| Reliability                                     |                   |             |          |          |                                |             |                |
| Punctuality                                     |                   |             |          |          |                                |             |                |
| Personality                                     |                   |             |          |          |                                |             |                |



**CITIZENS INDEPENDENT TELEPHONE  
COMPANY**
**Needed training for  
Employees**

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       | "                                |           |               |
| Chief Engineer                                  |                   | "           |           |         | "                                |           |               |
| Auditor   |                   | "           | "         |         |                                  |           |               |
| Purchasing Agent                                |                   | "           |           |         |                                  |           | "             |
| Stenographer                                    |                   | 4           | 2         |         |                                  |           | "             |
| Bookkeeper                                      |                   | 15          | 7         |         |                                  |           | "             |
| Filing Clerk                                    |                   | 5           |           |         |                                  |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                      |           |               |
| Bookkeeping                                     | 2                 |             | 2         |         | Business College                 |           |               |
| Adding  | 12                |             | all       |         | In office                        |           |               |
| Typewriter                                      | 7                 |             | 4         |         | Business College and High School |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                  |           |               |
| Ambition  |                   |             |           |         |                                  |           |               |
| Industry  |                   |             |           |         |                                  |           |               |
| Interest  |                   |             |           |         |                                  |           |               |
| Loyalty   |                   |             |           |         |                                  |           |               |
| Average ability                                 |                   |             |           |         |                                  |           |               |
| Application                                     |                   |             |           |         |                                  |           |               |
| Adaptability                                    |                   |             |           |         |                                  |           |               |

**COLUMBIAN ENAMELING & STAMPING  
COMPANY**
**Needed training for  
Employees**

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       |                                | "         |               |
| Sales Manager                                   |                   | "           |           |         |                                | "         |               |
| Production Manager                              |                   | "           |           |         |                                | "         |               |
| Traffic Manager                                 |                   | "           |           |         |                                | "         |               |
| Auditor   |                   | "           |           | "       |                                | "         |               |
| Bookkeeper                                      |                   | 4           | 3         |         |                                |           | "             |
| Private Secretary                               |                   | 1           | 1         |         |                                | "         |               |
| Stenographer                                    |                   | 7           | 7         |         |                                |           | "             |
| Filing Clerk                                    |                   | 2           | 2         |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Calculating                                     | 2                 |             | 2         |         | Machine agent                  |           |               |
| Comptometer                                     | 6                 |             | 6         |         | Business College               |           |               |
| Billing Machine                                 | 2                 |             | 2         |         | Business College               |           |               |
| Typewriter                                      | 20                |             | 20        |         | Business College and           |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Truthfulness                                    |                   |             |           |         |                                |           |               |
| Willingness to work                             |                   |             |           |         |                                |           |               |
| Application                                     |                   |             |           |         |                                |           |               |



## J. W. DAVIS COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |         | "                              |           |               |
| General Superintendent                          |                   | "           |           |         | "                              |           |               |
| Sales Manager                                   |                   | "           |           |         |                                | "         |               |
| Head Engineer                                   |                   | "           |           | "       | "                              |           |               |
| Foreman   |                   | "           |           |         |                                |           | "             |
| Bookkeeper                                      |                   | 1           |           |         |                                |           | "             |
| Private Secretary                               |                   | 1           |           |         |                                | "         |               |
| Stenographer                                    |                   | 1           |           |         |                                |           | "             |
| Salesman  |                   | "           |           |         |                                | "         |               |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Adding Machine                                  | 1                 |             | 1         |         | In office                      |           |               |
| Typewriter                                      | 3                 |             | 3         |         | High School                    |           |               |
| Grading Machine                                 | 15                |             | 15        |         | In business                    |           |               |
| Packing Machine                                 | 15                |             | 15        |         | In business                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Industry  |                   |             |           |         |                                |           |               |

THE EHRMANN MANUFACTURING  
COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       |                                | "         |               |
| Bookkeeper                                      |                   | 2           |           |         |                                |           | "             |
| Stenographer                                    |                   | 1           |           |         |                                |           | "             |
| Salesman  |                   | "           |           |         |                                |           | "             |
| General Clerk                                   |                   | 1           |           |         |                                |           | "             |
| Filing Clerk                                    |                   | 1           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Dictaphone                                      | 1                 |             | 2         |         | In office                      |           |               |
| Addressograph                                   | 1                 |             | 2         |         | In office                      |           |               |
| Typewriter                                      | 4                 |             | 2         |         | High School                    |           |               |
| Bookkeeping                                     | 1                 |             | 1         |         | High School                    |           |               |
| Check Protector                                 | 1                 |             | 1         |         | In office                      |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Health  |                   |             |           |         |                                |           |               |
| Vigor   |                   |             |           |         |                                |           |               |
| Industry  |                   |             |           |         |                                |           |               |
| Loyalty   |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Accuracy  |                   |             |           |         |                                |           |               |



## FIRST McKEEN NATIONAL BANK

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training                           |           |               |
|---|-------------------|-------------|-----------|---------|--|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential  | Desirable | Not Important |
| President                                       |                   | "           |           | "       | "  |           |               |
| Vice President                                  |                   | "           |           |         |  | "         |               |
| Cashier   |                   | "           |           |         |  | "         |               |
| Asst. Cashier                                   |                   | "           |           |         |  | "         |               |
| Auditor   |                   | "           |           |         |  | "         |               |
| Bookkeeper                                      |                   | "           |           |         |  |           | "             |
| Stenographer                                    |                   | "           | "         |         |  |           | "             |
| General Clerk                                   |                   | "           |           |         |  |           | "             |
| Itemizer  |                   | "           |           |         |  |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained  |           |               |
| Moon-Hopkins                                    | 1                 |             | 3         |         | Machine company<br>Burroughs representative<br>In office |           |               |
| Bookkeeping                                     | 5                 |             | 5         |         |  |           |               |
| Adding Machine                                  | 19                |             | all       |         |  |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |  |           |               |
| Alertness                                       |                   |             |           |         |  |           |               |
| Application                                     |                   |             |           |         |  |           |               |
| Integrity                                       |                   |             |           |         |  |           |               |

## GIFFEL SALES COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |           | Evaluation of College Training |               |                 |
|---|-------------------|-------------|-----------|-----------|--------------------------------|---------------|-----------------|
|   | Under-grad-uate   | High School | Spe- cial | Col- lege | Es- sen- tial                  | De- sir- able | Not Impor- tant |
| General Manager                                 | "                 |             |           |           |                                | "             |                 |
| Asst. Manager                                   |                   | "           |           |           |                                | "             |                 |
| Bookkeeper                                      | "                 |             |           |           |                                |               | "               |
| Stenographer                                    | "                 |             |           |           |                                |               | "               |
| MACHINES  | Number            |             | Operators |           | How trained                    |               |                 |
| Adding  | 1                 |             | 1         |           | Self                           | trained       |                 |
| Typewriter                                      | 1                 |             | 1         |           | Self                           | trained       |                 |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |           |                                |               |                 |
| Honesty   |                   |             |           |           |                                |               |                 |
| Courtesy  |                   |             |           |           |                                |               |                 |
| Punctuality                                     |                   |             |           |           |                                |               |                 |

## GILLIS DRUG COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Undergraduate     | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       |                                | "         |               |
| Asst. Manager                                   |                   | "           |           |         |                                | "         |               |
| Salesman  |                   | "           |           |         |                                |           | "             |
| Cashier   |                   | "           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Cash register                                   | 1                 |             | 4         |         | In store                       |           |               |
| Typewriter                                      | 4                 |             | 4         |         | In store                       |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Courtesy  |                   |             |           |         |                                |           |               |
| Neatness  |                   |             |           |         |                                |           |               |

| A. HERZ   |                   | Needed training for Employees |           |         |                                |           |               |
|---|-------------------|-------------------------------|-----------|---------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |                               |           |         | Evaluation of College Training |           |               |
|   | Under-graduate    | High School                   | Special   | College | Essential                      | Desirable | Not Important |
| President                                       |                   | "                             |           | "       | "                              |           |               |
| Merchandise Manager                             |                   | "                             |           | "       |                                | "         |               |
| Buyer   |                   | "                             |           |         |                                |           | "             |
| Purchasing Agent                                |                   | "                             |           |         |                                |           | "             |
| Personnel Manager                               |                   | "                             |           | "       | "                              |           |               |
| Office Manager                                  |                   | "                             | "         |         |                                |           | "             |
| Bookkeeper                                      |                   | 2                             | 2         |         |                                |           | "             |
| Private Secretary                               |                   | 1                             | 1         |         |                                | "         |               |
| Stenographer                                    |                   | 1                             | 1         |         |                                |           | "             |
| Cashier   | 1                 |                               |           |         |                                |           | "             |
| MACHINES  | Number            |                               | Operators |         | How trained                    |           |               |
| Calculating                                     | 1                 |                               | 1         |         | Machine agent                  |           |               |
| Adding  | 4                 |                               | all       |         | In office                      |           |               |
| Comptometer                                     | 10                |                               | 3         |         | Representative from factory    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |                               |           |         |                                |           |               |
| Alertness                                       |                   |                               |           |         |                                |           |               |
| Loyalty   |                   |                               |           |         |                                |           |               |
| Ability to meet people cordially                |                   |                               |           |         |                                |           |               |

## HIGHLAND IRON &amp; STEEL COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High-School | Special   | College | Essential                      | Desirable | Not Important |
| Plant Manager                                   |                   | "           |           |         |                                | "         |               |
| Engineer  |                   | "           |           | "       | "                              |           |               |
| Traffic Manager                                 |                   | "           |           |         |                                |           | "             |
| Office Manager                                  |                   | "           | "         | "       |                                | "         |               |
| Bookkeeper                                      |                   | 2           | 2         |         |                                | "         |               |
| Stenographer                                    |                   | 1           | 1         |         |                                |           | "             |
| General Clerk                                   |                   | 3           |           |         |                                |           | "             |
| Order Clerk                                     |                   | 1           |           |         |                                |           | "             |
| Billing Clerk                                   |                   | 1           |           |         |                                |           | "             |
| Payroll Clerk                                   |                   | 1           |           |         |                                |           |               |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Comptometer                                     | 7                 |             | all       |         | Business College               |           |               |
| Typewriter                                      | 2                 |             | 1         |         | Business College               |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Punctuality                                     |                   |             |           |         |                                |           |               |
| Accuracy  |                   |             |           |         |                                |           |               |



## HOOK DRUG COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual     |             |           |         | Evaluation of College Training |           |               |
|---|----------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate | High School | Special   | College | Essential                      | Desirable | Not Important |
| Manager   |                | "           |           |         |                                | "         |               |
| Asst. Manager                                   |                | "           |           |         |                                | "         |               |
| Pharmacist                                      |                | "           |           | "       | "                              |           |               |
| Manager of Soda Fountain                        |                | "           | "         |         |                                |           | "             |
| Head of Cigar and Candy Department              |                | "           |           |         |                                |           | "             |
| Head of Toilet Goods Department                 |                | "           |           |         |                                |           | "             |
| Salesman  |                | "           |           |         |                                | "         |               |
| Cashier   |                | "           |           |         |                                |           | "             |
| MACHINES  | Number         |             | Operators |         | How trained                    |           |               |
| Cash register                                   | 3              |             | 8         |         | In store                       |           |               |
| Typewriter                                      | 1              |             | 1         |         | No training                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                |             |           |         |                                |           |               |
| Application                                     |                |             |           |         |                                |           |               |
| Courtesy  |                |             |           |         |                                |           |               |

## HULMAN PRODUCE COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|--|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential  | Desirable | Not Important |
| General Manager                                 |                   | "           |           |         |  | "         |               |
| Sales Manager                                   |                   | "           |           |         |  | "         |               |
| Production Manager                              |                   | "           |           |         |  | "         |               |
| Traffic Manager                                 |                   | "           |           |         |  | "         |               |
| Supt. of House                                  |                   | "           |           |         |  | "         |               |
| Head of Credit Dept.                            |                   | "           |           |         |  |           | "             |
| Bookkeeper                                      |                   | 6           | 4         |         |  |           | "             |
| Stenographer                                    |                   | 25          | 18        |         |  |           | "             |
| Salesman  |                   | 50          |           |         |  |           | "             |
| Filing Clerk                                    |                   | 2           |           |         |  |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained  |           |               |
| Bookkeeping                                     | 2                 |             | 2         |         | Machine Company<br>Business College<br>and High School<br>In office<br>In office |           |               |
| Typewriter                                      | 50                |             | 27        |         |  |           |               |
| Adding  | 4                 |             | 4         |         |  |           |               |
| Dictaphone                                      | 3                 |             | 3         |         |  |           |               |
|   |                   |             |           |         |  |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |  |           |               |
| Character                                       |                   |             |           |         |  |           |               |
| Honesty   |                   |             |           |         |  |           |               |
| Service   |                   |             |           |         |  |           |               |
| Unselfishness                                   |                   |             |           |         |  |           |               |



## IDEAL BAKING COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |         |                                | "         |               |
| Shop Supt.                                      | "                 |             |           |         |                                |           | "             |
| Bookkeeper                                      |                   | 1           | 1         |         |                                |           | "             |
| Stenographer                                    |                   | 1           |           |         |                                |           | "             |
| Salesman  | 6                 | 4           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Typewriter                                      | 1                 |             | 2         |         | High School                    |           |               |
| Calculating                                     | 1                 |             | 1         |         | Machine agent                  |           |               |
| Adding  | 2                 |             | 2         |         | In office                      |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Loyalty   |                   |             |           |         |                                |           |               |
| Cooperation                                     |                   |             |           |         |                                |           |               |

## INDIANA CONSUMERS GAS &amp; BY-PRODUCTS

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| Vice President and General Manager              |                   | "           |           |         |                                | "         |               |
| Plant Superintendent                            |                   | "           |           | "       | "                              |           |               |
| Auditor   |                   | "           | "         |         |                                | "         |               |
| Sales Manager                                   |                   | "           |           |         |                                |           | "             |
| Head Auditor                                    |                   | "           | "         |         |                                | "         |               |
| Bookkeeper                                      |                   | 3           | 3         |         |                                |           | "             |
| Purchasing Agent                                |                   | "           |           |         |                                |           | "             |
| Private Secretary                               |                   | 1           | 1         |         |                                | "         |               |
| Stenographer                                    |                   | 2           | 2         |         |                                |           | "             |
| Chief Clerk                                     |                   | 1           | 1         |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Addressograph                                   | 1                 |             | all       |         | In office                      |           |               |
| Comptometer                                     | 1                 |             | all       |         | Business College and in office |           |               |
| Billing Machine                                 | 1                 |             | all       |         | In office                      |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Personality                                     |                   |             |           |         |                                |           |               |
| Initiative                                      |                   |             |           |         |                                |           |               |
| Industry  |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |

| INDIANA STATE TEACHERS COLLEGE<br>Comptroller's office |                         |                |              |              | Needed training for<br>Employees  |                     |                       |
|--|-------------------------|----------------|--------------|--------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker   | Individual<br>Record    |                |              |              | Evaluation of<br>College Training |                     |                       |
|  | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| Comptroller  |                         | "              |              | "            |                                   | "                   |                       |
| Asst. Comptroller<br>and Bookkeeper                    |                         | "              |              |              |                                   |                     | "                     |
| Bookkeeper and<br>Cashier                              |                         | "              |              |              |                                   |                     | "                     |
| Bookkeeper   |                         | 1              |              |              |                                   |                     | "                     |
| Stenographer   |                         | 3              |              |              |                                   |                     | "                     |
| MACHINES   | Number                  |                | Operators    |              | How trained                       |                     |                       |
| Bookkeeping  | 1                       |                | 1            |              | In office                         |                     |                       |
| Adding   | 4                       |                | 4            |              | In office                         |                     |                       |
| Typewriter   | 2                       |                | 2            |              | High School                       |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER        |                         |                |              |              |                                   |                     |                       |
| Honesty  |                         |                |              |              |                                   |                     |                       |
| Perseverance   |                         |                |              |              |                                   |                     |                       |
| Initiative   |                         |                |              |              |                                   |                     |                       |
| Cooperation  |                         |                |              |              |                                   |                     |                       |

| INDIANA GAS UTILITIES COMPANY                   |                   |             |           | Needed training for Employees |                                |           |               |
|---|-------------------|-------------|-----------|-------------------------------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "                             | "                              |           |               |
| Sales Manager                                   |                   | "           |           |                               | "                              |           |               |
| Bookkeeper                                      |                   | 15          | 1         |                               |                                |           | "             |
| Stenographer                                    |                   | 2           |           |                               |                                |           | "             |
| Salesman  | 6                 | 4           |           |                               |                                |           | "             |
| Filing Clerk                                    |                   | 1           | "         |                               |                                |           |               |
| MACHINES  | Number            |             | Operators |                               | How trained                    |           |               |
| Calculating                                     | 3                 |             | 5         |                               | Machine agent                  |           |               |
| Typewriter                                      | 3                 |             | 2         |                               | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                |           |               |
| Common sense                                    |                   |             |           |                               |                                |           |               |
| Industry  |                   |             |           |                               |                                |           |               |
| Loyalty   |                   |             |           |                               |                                |           |               |
| Cooperation                                     |                   |             |           |                               |                                |           |               |

| INTERNATIONAL HARVESTER COMPANY<br>OF AMERICA   |                         |                |              | Needed training for<br>Employees |                                   |                     |                       |
|---|-------------------------|----------------|--------------|----------------------------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker                                  | Individual<br>Record    |                |              |                                  | Evaluation of<br>College Training |                     |                       |
|   | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege                     | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| Branch Manager                                  |                         | "              |              |                                  |                                   | "                   |                       |
| Office Manager                                  |                         | "              | "            |                                  |                                   | "                   |                       |
| Sales Manager                                   |                         | "              |              |                                  |                                   | "                   |                       |
| Bookkeeper                                      |                         | 5              | 2            |                                  |                                   |                     | "                     |
| Stenographer                                    |                         | 1              |              |                                  |                                   |                     | "                     |
| Salesman  |                         | "              |              |                                  |                                   | "                   |                       |
| MACHINES  | Number                  |                | Operators    |                                  | How trained                       |                     |                       |
| Bookkeeping                                     | 2                       |                | 1            |                                  | Business College                  |                     |                       |
| Adding Machine                                  | 1                       |                | all          |                                  | In office                         |                     |                       |
| Typewriter                                      | 1                       |                | 1            |                                  | High School                       |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                |              |                                  |                                   |                     |                       |
| Honesty   |                         |                |              |                                  |                                   |                     |                       |
| Loyalty   |                         |                |              |                                  |                                   |                     |                       |
| Industry  |                         |                |              |                                  |                                   |                     |                       |

## INDIANA LOAN COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| Manager   |                   | "           |           | "       |                                  | "         |               |
| Asst. Manager                                   |                   | "           |           |         |                                  | "         |               |
| Stenographer                                    |                   | 3           |           | 2       |                                  |           | "             |
| Appraiser                                       |                   | "           |           |         |                                  |           | "             |
|   |                   |             |           |         |                                  |           |               |
| MACHINES  | Number            |             | Operators |         | How trained                      |           |               |
| Adding Machine                                  | 2                 |             | 2         |         | Business College                 |           |               |
| Typewriter                                      | 4                 |             | 4         |         | Business College and high school |           |               |
|   |                   |             |           |         |                                  |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                  |           |               |
| Honesty   |                   |             |           |         |                                  |           |               |
| Dependability                                   |                   |             |           |         |                                  |           |               |
| Personality                                     |                   |             |           |         |                                  |           |               |
| Punctuality                                     |                   |             |           |         |                                  |           |               |

## INDUSTRIAL SUPPLY COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       |                                  | "         |               |
| Sales Manager                                   |                   | "           |           |         |                                  | "         |               |
| Secretary and Treasurer                         |                   | "           |           |         |                                  | "         |               |
| Bookkeeper                                      |                   | 1           | 1         |         |                                  |           | "             |
| Stenographer                                    |                   | 2           | 2         |         |                                  |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                      |           |               |
| Addressograph                                   | 1                 |             | all       |         | In office                        |           |               |
| Multigraph                                      | 1                 |             | all       |         | In office                        |           |               |
| Bookkeeping Machine                             | 1                 |             | 2         |         | Business College                 |           |               |
| Billing Machine                                 | 1                 |             | 2         |         | In office                        |           |               |
| Adding Machine                                  | 1                 |             | all       |         | In office                        |           |               |
| Calculating Machine                             | 1                 |             | all       |         | In office                        |           |               |
| Typewriter                                      | 4                 |             | 4         |         | High School and Business College |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                  |           |               |
| Industry  |                   |             |           |         |                                  |           |               |
| Good character                                  |                   |             |           |         |                                  |           |               |
| Honesty   |                   |             |           |         |                                  |           |               |
| Self-confidence                                 |                   |             |           |         |                                  |           |               |
| Initiative                                      |                   |             |           |         |                                  |           |               |

| JOS STRONG & COMPANY                            |                |                   |           | Needed training for Employees |                                  |           |               |
|---|----------------|-------------------|-----------|-------------------------------|----------------------------------|-----------|---------------|
| Type of Worker                                  |                | Individual Record |           |                               | Evaluation of College Training   |           |               |
|   | Under-graduate | High School       | Special   | College                       | Essential                        | Desirable | Not Important |
| General Manager                                 |                | "                 |           |                               |                                  | "         |               |
| Superintendent                                  |                | "                 |           |                               |                                  | "         |               |
| Bookkeeper                                      |                | 2                 | 2         |                               |                                  |           | "             |
| Stenographer                                    |                | 2                 | 1         |                               |                                  |           | "             |
| MACHINES  | Number         |                   | Operators |                               | How trained                      |           |               |
| Typewriter                                      | 4              |                   | 2         |                               | Business College and High School |           |               |
| Adding Machine                                  | 1              |                   | 1         |                               | Business College                 |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                |                   |           |                               |                                  |           |               |
| Personality                                     |                |                   |           |                               |                                  |           |               |
| Industry  |                |                   |           |                               |                                  |           |               |
| Honesty   |                |                   |           |                               |                                  |           |               |
| Loyalty   |                |                   |           |                               |                                  |           |               |
| Cooperation                                     |                |                   |           |                               |                                  |           |               |
| Adaptability                                    |                |                   |           |                               |                                  |           |               |



## KROGER GROCERY &amp; BAKING COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |           | Evaluation of College Training |               |                 |
|---|-------------------|-------------|-----------|-----------|--------------------------------|---------------|-----------------|
|   | Under grad-uate   | High School | Spe- cial | Col- lege | Es- sen- tial                  | De- sir- able | Not Impor- tant |
| Supervisor                                      |                   | "           |           | "         | "                              |               |                 |
| Manager of Store                                |                   | "           |           |           |                                | "             |                 |
| Manager of Meat Dept.                           |                   | "           |           |           |                                |               | "               |
| General Clerk                                   |                   | "           |           |           |                                |               | "               |
| MACHINES  | Number            |             | Operators |           | How trained                    |               |                 |
| Coffee mill                                     | 1                 |             | 1         |           | In business                    |               |                 |
| Meat slicer                                     | 1                 |             | 1         |           | In business                    |               |                 |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |           |                                |               |                 |
| Honesty   |                   |             |           |           |                                |               |                 |
| Courtesy  |                   |             |           |           |                                |               |                 |
| Alertness                                       |                   |             |           |           |                                |               |                 |
| Cooperation                                     |                   |             |           |           |                                |               |                 |

## LAUDON PACKING COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       | "                                |           |               |
| Office Manager                                  |                   | "           | "         |         |                                  |           | "             |
| Superintendent                                  |                   | "           |           |         |                                  | "         |               |
| Traffic Manager                                 |                   | "           |           | "       |                                  | "         |               |
| Head Cook                                       |                   | "           | "         |         |                                  | "         |               |
| Bookkeeper                                      |                   | 2           |           |         |                                  |           | "             |
| Stenographer                                    |                   | 3           | 2         |         |                                  |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                      |           |               |
| Typewriter                                      | 5                 |             | 2         |         | High School and Business College |           |               |
| Adding Machine                                  | 1                 |             | all       |         | In office                        |           |               |
| Capping Machine                                 | 15                |             | 15        |         | In plant                         |           |               |
| Filling Machine                                 | 15                |             | 15        |         | In plant                         |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                  |           |               |
| Dependability                                   |                   |             |           |         |                                  |           |               |
| Honesty   |                   |             |           |         |                                  |           |               |
| Accuracy  |                   |             |           |         |                                  |           |               |
| Punctuality                                     |                   |             |           |         |                                  |           |               |

| MID-CONTINENT PETROLEUM CORPORATION             |                   |             |           | Needed training for Employees |                                  |           |               |
|---|-------------------|-------------|-----------|-------------------------------|----------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training   |           |               |
|   | Under graduate    | High School | Special   | College                       | Essential                        | Desirable | Not Important |
| Division Manager                                |                   | "           |           | "                             |                                  |           | "             |
| Asst. Division Manager                          |                   | "           |           |                               |                                  |           | "             |
| District Superintendent                         |                   | "           |           |                               |                                  |           | "             |
| Local Manager                                   |                   | "           |           |                               |                                  |           | "             |
| Bookkeeper                                      |                   | 3           |           |                               |                                  |           | "             |
| Stenographers                                   |                   | 4           | 8         |                               |                                  |           | "             |
| Salesmen  |                   | 50          |           |                               |                                  |           | "             |
| General Clerks                                  | 5                 | 45          |           |                               |                                  |           | "             |
| Office Manager                                  |                   | "           |           |                               |                                  |           | "             |
| Asst. Office Manager                            |                   | "           |           |                               |                                  |           | "             |
| Credit Manager                                  |                   | "           |           |                               |                                  |           | "             |
| MACHINES  | Number            |             | Operators |                               | How trained                      |           |               |
| Tabulating Machine                              | 10                |             | 7         |                               | Machine Company                  |           |               |
| Bookkeeping Machine                             | 13                |             | 3         |                               | Machine Company                  |           |               |
| Adding Machine                                  | 6                 |             | all       |                               | In office                        |           |               |
| Typewriter                                      | 25                |             | 12        |                               | High School and Business College |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                  |           |               |
| Loyalty   |                   | Initiative  |           |                               |                                  |           |               |
| Industry  |                   | Honesty     |           |                               |                                  |           |               |
| Average ability                                 |                   |             |           |                               |                                  |           |               |

MILLER &amp; CAUSEY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| Lawyer  |                   | "           |           | "       | "                              |           |               |
| Stenographer                                    |                   | 2           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Typewriter                                      | 2                 |             | 2         |         | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Loyalty   |                   |             |           |         |                                |           |               |
| Neatness  |                   |             |           |         |                                |           |               |
| Common sense                                    |                   |             |           |         |                                |           |               |

| MILLER-PARROTT BAKING COMPANY                   |                   |             |           |         | Needed training for Employees  |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       |                                | "         |               |
| Supt. of Production                             |                   | "           |           | "       |                                | "         |               |
| Sales Manager                                   |                   | "           |           | "       |                                | "         |               |
| Office Manager                                  |                   | "           |           |         |                                | "         |               |
| General Foreman                                 |                   | "           |           | "       | "                              |           |               |
| General Forelady                                |                   | "           |           |         |                                |           | "             |
| Bookkeeper                                      |                   | 3           | 3         |         |                                |           | "             |
| Stenographer                                    |                   | 3           | 3         |         |                                |           | "             |
| Salesman  | "                 | "           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Bookkeeping                                     | 3                 |             | 3         |         | Business College               |           |               |
| Typewriter                                      | 3                 |             | 3         |         | Business College               |           |               |
| Comptometer                                     | 2                 |             | 2         |         | Business College               |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Loyalty   |                   |             |           |         |                                |           |               |
| Industry  |                   |             |           |         |                                |           |               |
| Average ability                                 |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |

| THE MOORE-LANGEN PRINTING COMPANY               |                         |                |              |              | Needed training for<br>Employees  |                     |                       |
|---|-------------------------|----------------|--------------|--------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker                                  | Individual<br>Record    |                |              |              | Evaluation of<br>College Training |                     |                       |
|   | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| President                                       |                         | "              |              | "            | "                                 |                     |                       |
| Vice President                                  |                         | "              |              |              |                                   | "                   |                       |
| Secretary and<br>Treasurer                      |                         | "              |              | "            |                                   | "                   |                       |
| Supt. of Machine Dept.                          |                         | "              |              | "            | "                                 |                     |                       |
| Sales Manager                                   |                         | "              |              |              |                                   | "                   |                       |
| Head Bookkeeper                                 |                         | 1              | 1            |              |                                   | "                   |                       |
| Bookkeeper                                      |                         | 1              |              |              |                                   |                     | "                     |
| Stenographer                                    |                         | 2              | 2            |              |                                   |                     | "                     |
| General Clerk                                   |                         | 2              |              |              |                                   |                     | "                     |
| Delivery Service                                | "                       |                |              |              |                                   |                     | "                     |
| MACHINES  | Number                  |                | Operators    |              | How trained                       |                     |                       |
| Linotype  | 2                       |                | 2            |              | Machine company                   |                     |                       |
| Printing Press                                  | 7                       |                | 5            |              | In office                         |                     |                       |
| Calculating                                     | 1                       |                | 3            |              | In office                         |                     |                       |
| Adding  | 1                       |                | all          |              | In office                         |                     |                       |
| Typewriter                                      | 2                       |                | 2            |              | High School                       |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                |              |              |                                   |                     |                       |
| Willingness to learn                            |                         |                |              |              |                                   |                     |                       |
| Loyalty   |                         |                |              |              |                                   |                     |                       |
| Honesty   |                         |                |              |              |                                   |                     |                       |
| Trustworthiness                                 |                         |                |              |              |                                   |                     |                       |

**MORRIS PLAN COMPANY OF  
TERRE HAUTE**

**Needed training for  
Employees**

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|---|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       | "                                |           |               |
| Bookkeeper                                      |                   | 2           | 2         |         |                                  |           | "             |
| Stenographer                                    |                   | 2           |           |         |                                  |           | "             |
| Filing Clerk                                    |                   | 1           |           |         |                                  |           | "             |
| Interviewer                                     |                   | "           |           | "       |                                  | "         |               |
| MACHINES  | Number            |             | Operators |         | How trained                      |           |               |
| Adding Machine                                  | 4                 |             | 2         |         | Business College                 |           |               |
| Typewriter                                      | 5                 |             | 5         |         | Business college and high school |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                  |           |               |
| Sympathy  |                   |             |           |         |                                  |           |               |
| Friendliness                                    |                   |             |           |         |                                  |           |               |
| Accuracy  |                   |             |           |         |                                  |           |               |

## OMER R. RHODES GENERAL INSURANCE

Needed training for  
Employees

| Type of Worker                         | Individual Record |             |           |         | Evaluation of College Training   |           |               |
|--|-------------------|-------------|-----------|---------|----------------------------------|-----------|---------------|
|  | Under-graduate    | High School | Special   | College | Essential                        | Desirable | Not Important |
| Secretary                              |                   | "           |           |         |                                  | "         |               |
| Head of Insurance Dept.                |                   | "           |           |         |                                  | "         |               |
| Bookkeeper                             |                   | 3           | 3         |         |                                  |           | "             |
| Stenographer                           |                   | 2           | 2         |         |                                  |           | "             |
| Salesman                               |                   | "           |           | "       |                                  | "         |               |
| General Clerk                          |                   | 1           |           |         |                                  |           | "             |
| MACHINES                               | Number            |             | Operators |         | How trained                      |           |               |
| Adding                                 | 3                 |             | 3         |         | Business College                 |           |               |
| Typewriter                             | 4                 |             | 4         |         | High School and Business College |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL CAREER |                   |             |           |         |                                  |           |               |
| Honesty                                |                   |             |           |         |                                  |           |               |
| Perseverance                           |                   |             |           |         |                                  |           |               |
| Cooperation                            |                   |             |           |         |                                  |           |               |
| Initiative                             |                   |             |           |         |                                  |           |               |



| PUBLIC SERVICE COMPANY OF<br>INDIANA                   |                         | Needed training for<br>Employees |                  |              |                                   |                     |                       |
|--|-------------------------|----------------------------------|------------------|--------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker   | Individual<br>Record    |                                  |                  |              | Evaluation of<br>College Training |                     |                       |
|  | Under-<br>grad-<br>uate | High<br>School                   | Spe-<br>cial     | Col-<br>lege | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| Division Manager                                       |                         | "                                |                  |              |                                   | "                   |                       |
| Supt. of Operations                                    |                         | "                                |                  |              |                                   | "                   |                       |
| Foreman of Meter Dept.                                 |                         | "                                |                  |              |                                   | "                   |                       |
| Foreman of Line Dept.                                  |                         | "                                |                  |              |                                   | "                   |                       |
| Chief Clerk  |                         | "                                |                  |              |                                   |                     | "                     |
| Bookkeeper   |                         | 3                                |                  |              |                                   |                     | "                     |
| Stenographer   |                         | 2                                |                  |              |                                   |                     | "                     |
| General Clerk  |                         | 4                                |                  |              |                                   |                     | "                     |
| <b>MACHINES</b>  | <b>Number</b>           |                                  | <b>Operators</b> |              | <b>How trained</b>                |                     |                       |
| Adding   | 4                       |                                  | all              |              | In office                         |                     |                       |
| Typewriter   | 2                       |                                  | 2                |              | High School                       |                     |                       |
| <b>QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER</b> |                         |                                  |                  |              |                                   |                     |                       |
| Honesty  |                         |                                  |                  |              |                                   |                     |                       |
| Interest   |                         |                                  |                  |              |                                   |                     |                       |
| Loyalty  |                         |                                  |                  |              |                                   |                     |                       |
| Ability to think for self                              |                         |                                  |                  |              |                                   |                     |                       |
| Perseverance   |                         |                                  |                  |              |                                   |                     |                       |



| ROOT DRY GOODS COMPANY                          |                   |             |           | Needed training for Employees |                                |           |               |
|---|-------------------|-------------|-----------|-------------------------------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |                               |                                |           | "             |
| Asst. Gen. Manager                              |                   | "           |           |                               |                                |           | "             |
| Merchandise Manager                             |                   | "           |           |                               |                                | "         |               |
| Advertising Manager                             |                   | "           |           |                               |                                | "         |               |
| Office Manager                                  |                   | "           | "         |                               |                                | "         |               |
| Credit Manager                                  |                   | "           | "         |                               |                                |           | "             |
| Bookkeeper                                      |                   | 4           |           |                               |                                |           | "             |
| Private Secretary                               |                   | 1           | 1         |                               |                                | "         |               |
| Stenographer                                    |                   | 4           |           |                               |                                |           | "             |
| Salesman  |                   | "           |           |                               |                                |           | "             |
| General Clerk                                   |                   | "           |           |                               |                                |           | "             |
| Filing Clerk                                    |                   | 6           |           |                               |                                |           | "             |
| MACHINES  | Number            |             | Operators |                               | How trained                    |           |               |
| Comptometer                                     | 4                 |             | 3         |                               | Business College               |           |               |
| Bookkeeping                                     | 4                 |             | 4         |                               | In office                      |           |               |
| Adding  | 12                |             | all       |                               | In office                      |           |               |
| Typewriters                                     | 12                |             | 8         |                               | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                |           |               |
| Personality                                     |                   |             |           |                               |                                |           |               |
| Confidence                                      |                   |             |           |                               |                                |           |               |
| Perseverance                                    |                   |             |           |                               |                                |           |               |

| ROOT GLASS COMPANY                              |                         |                      |              | Needed training for<br>Employees |                                   |                     |                       |
|---|-------------------------|----------------------|--------------|----------------------------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker                                  |                         | Individual<br>Record |              |                                  | Evaluation of<br>College Training |                     |                       |
|   | Under-<br>grad-<br>uate | High-<br>School      | Spe-<br>cial | Col-<br>lege                     | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| Secretary of Corp.                              |                         | "                    |              |                                  |                                   | "                   |                       |
| Superintendent                                  | "                       |                      |              |                                  |                                   |                     | "                     |
| Asst. Superintendent                            |                         | "                    |              |                                  |                                   |                     | "                     |
| Shipping Clerk                                  | "                       |                      |              |                                  |                                   |                     | "                     |
| Head Bookkeeper                                 |                         | "                    | "            |                                  |                                   |                     | "                     |
| Asst. Bookkeeper                                |                         | 2                    | 1            |                                  |                                   |                     | "                     |
| Stenographers                                   |                         | 4                    |              |                                  |                                   |                     | "                     |
| Salesman  |                         | 8                    |              | 3                                |                                   | "                   |                       |
| General Clerk                                   |                         | 1                    |              |                                  |                                   |                     | "                     |
| MACHINES  | Number                  |                      | Operators    |                                  | How trained                       |                     |                       |
| Bookkeeping                                     | 1                       |                      | 2            |                                  | In office                         |                     |                       |
| Dictaphone                                      | 4                       |                      | 2            |                                  | In office                         |                     |                       |
| Simplex System<br>(Tello-Phone)                 | 1                       |                      | 1            |                                  | Western Union                     |                     |                       |
| Typewriter                                      | 4                       |                      | 4            |                                  | High School                       |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                      |              |                                  |                                   |                     |                       |
| Application<br>Integrity                        |                         |                      |              |                                  |                                   |                     |                       |

| STAHL-URBAN COMPANY                             |                   |             |           | Needed training for Employees |                                  |           |               |
|---|-------------------|-------------|-----------|-------------------------------|----------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training   |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                        | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "                             | "                                |           |               |
| Office Manager                                  |                   | "           |           | "                             |                                  | "         |               |
| Sales Manager                                   |                   | "           |           | "                             |                                  | "         |               |
| Production Manager                              |                   | "           |           |                               |                                  | "         |               |
| Plant Superintendent                            |                   | "           |           |                               |                                  | "         |               |
| Bookkeeper                                      |                   | 1           |           |                               |                                  |           | "             |
| Stenographer                                    |                   | 4           | 2         |                               |                                  |           | "             |
| Salesman  |                   | 12          |           |                               |                                  | "         |               |
| General Clerk                                   |                   | 2           |           |                               |                                  |           | "             |
| Order Clerk                                     |                   | 1           |           |                               |                                  |           | "             |
| MACHINES  | Number            |             | Operators |                               | How trained                      |           |               |
| Typewriter                                      | 4                 |             | 4         |                               | Business College and High School |           |               |
| Moon-Hopkins                                    | 1                 |             | 1         |                               | Machine agent                    |           |               |
| Bookkeeping                                     | 1                 |             | 1         |                               | Machine agent                    |           |               |
| Calculating                                     | 1                 |             | all       |                               | In office                        |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                  |           |               |
| Industry  |                   |             |           |                               |                                  |           |               |
| Application                                     |                   |             |           |                               |                                  |           |               |
| Average intelligence                            |                   |             |           |                               |                                  |           |               |

| THE SMITH-ALSOP PAINT MAKERS                    |                   |             |           | Needed training for Employees |                                  |           |               |
|---|-------------------|-------------|-----------|-------------------------------|----------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training   |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                        | Desirable | Not Important |
| Superintendent                                  |                   | "           |           | "                             | "                                |           |               |
| General Manager                                 |                   | "           | "         |                               |                                  | "         |               |
| Office Manager                                  |                   | "           | "         |                               |                                  |           | "             |
| Sales Manager                                   |                   | "           |           |                               |                                  |           | "             |
| Store Manager                                   |                   | "           |           |                               |                                  |           | "             |
| Bookkeeper                                      |                   | 3           | 3         |                               |                                  |           | "             |
| Stenographer                                    |                   | 5           | 3         |                               |                                  |           | "             |
| Salesman  |                   | "           |           |                               |                                  |           | "             |
| General Clerk                                   |                   | 4           |           |                               |                                  |           | "             |
| MACHINES  | Number            |             | Operators |                               | How trained                      |           |               |
| Bookkeeping                                     | 1                 |             | 2         |                               | Trained in office                |           |               |
| Calculating                                     | 2                 |             | 2         |                               | Machine agent                    |           |               |
| Adding  | 2                 |             | 2         |                               | Machine agent                    |           |               |
| Typewriter                                      | 6                 |             | 6         |                               | High School and Business College |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                  |           |               |
| Personality                                     |                   |             |           |                               |                                  |           |               |
| Industry  |                   |             |           |                               |                                  |           |               |
| Honesty   |                   |             |           |                               |                                  |           |               |
| Cooperation                                     |                   |             |           |                               |                                  |           |               |
| Congeniality                                    |                   |             |           |                               |                                  |           |               |
| Good character                                  |                   |             |           |                               |                                  |           |               |
| Average intelligence                            |                   |             |           |                               |                                  |           |               |

| TERRE HAUTE ICE FUEL & COLD STORAGE                    |                   |             |                  | Needed training for Employees |                                  |           |               |
|--|-------------------|-------------|------------------|-------------------------------|----------------------------------|-----------|---------------|
| Type of Worker   | Individual Record |             |                  |                               | Evaluation of College Training   |           |               |
|  | Under-graduate    | High-School | Special          | College                       | Essential                        | Desirable | Not Important |
| General Manager  |                   | "           |                  |                               |                                  | "         |               |
| Secretary and Treasurer                                |                   | "           |                  |                               |                                  | "         |               |
| Office Manager   |                   | "           | "                |                               |                                  |           | "             |
| Route Manager  |                   | "           |                  |                               |                                  |           | "             |
| Refrigerating Engineer                                 |                   | "           |                  |                               |                                  | "         |               |
| Bookkeeper   |                   | 1           | 1                |                               |                                  |           | "             |
| Stenographer   |                   | 2           | 1                |                               |                                  |           | "             |
| Salesman   |                   | "           |                  |                               |                                  | "         |               |
| <b>MACHINES</b>  | <b>Number</b>     |             | <b>Operators</b> |                               | <b>How trained</b>               |           |               |
| Typewriter   | 2                 |             | 2                |                               | Business College and High School |           |               |
| Adding   | 2                 |             | 2                |                               | Business College                 |           |               |
| <b>QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER</b> |                   |             |                  |                               |                                  |           |               |
| Application  |                   |             |                  |                               |                                  |           |               |
| Willingness to take orders                             |                   |             |                  |                               |                                  |           |               |
| Honesty  |                   |             |                  |                               |                                  |           |               |
| Cheerfulness   |                   |             |                  |                               |                                  |           |               |
| Personality  |                   |             |                  |                               |                                  |           |               |

| THE TERRE HAUTE TRUST<br>COMPANY                |                         |                |              | Needed training for<br>Employees |                                     |                     |                       |
|---|-------------------------|----------------|--------------|----------------------------------|-------------------------------------|---------------------|-----------------------|
| Type of Worker                                  | Individual<br>Record    |                |              |                                  | Evaluation of<br>College Training   |                     |                       |
|   | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege                     | Es-<br>sen-<br>tial                 | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| President                                       |                         | "              |              | "                                | "                                   |                     |                       |
| Vice President                                  |                         | "              |              |                                  |                                     | "                   |                       |
| Secretary                                       |                         | "              |              |                                  |                                     | "                   |                       |
| Asst. Secretary                                 |                         | "              |              |                                  |                                     | "                   |                       |
| Manager of Real<br>Estate                       |                         | "              |              |                                  |                                     | "                   |                       |
| Head Bookkeeper                                 |                         | "              |              |                                  |                                     |                     | "                     |
| Asst. Bookkeeper                                |                         | 8              |              |                                  |                                     |                     | "                     |
| Stenographer                                    |                         | 4              | 2            |                                  |                                     |                     | "                     |
| General Clerk                                   |                         | "              |              |                                  |                                     |                     | "                     |
| MACHINES  | Number                  |                | Operators    |                                  | How trained                         |                     |                       |
| Typewriter                                      | 6                       |                | 6            |                                  | High School and<br>Business College |                     |                       |
| Adding  | 19                      |                | all          |                                  | In office                           |                     |                       |
| Contometer                                      | 1                       |                | 1            |                                  | Machine agent                       |                     |                       |
| Indorsement                                     | 3                       |                | all          |                                  | In office                           |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                |              |                                  |                                     |                     |                       |
| Loyalty   |                         |                |              |                                  |                                     |                     |                       |
| Honesty   |                         |                |              |                                  |                                     |                     |                       |
| Affability                                      |                         |                |              |                                  |                                     |                     |                       |



**TERRE HAUTE PURE MILK & ICE  
CREAM COMPANY**

**Needed training for  
Employees**

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           | "       | "                              |           |               |
| Office Manager                                  |                   | "           | "         |         |                                |           | "             |
| Sales Manager                                   |                   | "           |           |         |                                | "         |               |
| Supt. of Plant                                  |                   | "           |           | "       | "                              |           |               |
| Head Bookkeeper                                 |                   | 1           | 1         |         |                                |           |               |
| Bookkeeper                                      |                   | 6           |           |         |                                |           | "             |
| Stenographer                                    |                   | 1           | 1         |         |                                |           | "             |
| Salesman  |                   | "           |           |         |                                | "         |               |
| Garage Manager                                  |                   | "           |           |         |                                | "         |               |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Bookkeeping                                     | 2                 |             | 2         |         | Business College               |           |               |
| Calculating                                     | 3                 |             | 5         |         | Business College               |           |               |
| Comptometer                                     | 2                 |             | 2         |         | Business College               |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Thrift  |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Industry  |                   |             |           |         |                                |           |               |

## VALENTINE &amp; COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |         |                                |           | "             |
| Sales Manager                                   |                   | "           |           |         |                                | "         |               |
| Foreman   |                   | "           |           |         |                                |           | "             |
| Head Bookkeeper                                 |                   | "           | "         |         |                                |           |               |
| Asst. Bookkeeper                                |                   | "           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Adding Machine                                  | 2                 |             | all       |         | In office                      |           |               |
| Typewriter                                      | 1                 |             | 2         |         | High School                    |           |               |
| Check Writer                                    | 1                 |             | 1         |         | In office                      |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Honesty   |                   |             |           |         |                                |           |               |
| Trustworthiness                                 |                   |             |           |         |                                |           |               |
| Punctuality                                     |                   |             |           |         |                                |           |               |

## THE VIQUESNEY COMPANY

Needed training for  
Employees

| Type of Worker                                  | Individual Record |             |           |           | Evaluation of College Training |               |                 |
|---|-------------------|-------------|-----------|-----------|--------------------------------|---------------|-----------------|
|   | Under-grad-uate   | High School | Spe- cial | Col- lege | Es- sen- tial                  | De- sir- able | Not Impor- tant |
| General Manager                                 |                   | "           |           | "         | "                              |               |                 |
| Dept. Manager of Stationery                     |                   | "           |           |           |                                |               | "               |
| Dept. Manager of Printing                       |                   | "           |           |           |                                |               | "               |
| Plant Superintendent                            |                   | "           |           |           |                                |               | "               |
| Bookkeeper                                      |                   | 2           | 2         |           |                                |               | "               |
| Stenographer                                    |                   | 2           | 2         |           |                                |               | "               |
| Salesman  |                   | "           |           |           |                                | "             |                 |
| MACHINES  | Number            |             | Operators |           | How trained                    |               |                 |
| Adding  | 2                 |             | 4         |           | Business College               |               |                 |
| Typewriter                                      | 3                 |             | 2         |           | Business College               |               |                 |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |           |                                |               |                 |
| Enthusiasm                                      |                   |             |           |           |                                |               |                 |
| Adaptability                                    |                   |             |           |           |                                |               |                 |
| Cooperation                                     |                   |             |           |           |                                |               |                 |
| Loyalty   |                   |             |           |           |                                |               |                 |
| Honesty   |                   |             |           |           |                                |               |                 |

| WABASH FIBRE BOX COMPANY                        |                   |             |           | Needed training for Employees |                                |           |               |
|---|-------------------|-------------|-----------|-------------------------------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |                               |                                | "         |               |
| Sales Manager                                   | "                 |             |           |                               |                                | "         |               |
| Auditor   |                   | "           |           | "                             |                                | "         |               |
| Bookkeeper                                      |                   | 2           |           |                               |                                |           | "             |
| Private Secretary                               |                   | 1           |           |                               |                                | "         |               |
| Stenographer                                    |                   | 4           |           |                               |                                |           | "             |
| Salesman  |                   | 8           |           |                               |                                |           | "             |
| Chief Clerk                                     |                   | 1           |           | 1                             |                                | "         |               |
| General Clerk                                   |                   | 3           |           |                               |                                |           | "             |
| MACHINES  | Number            |             | Operators |                               | How trained                    |           |               |
| Printing Press                                  | 4                 |             | 4         |                               | Developed in plant             |           |               |
| Taping Machine                                  | 1                 |             | 4         |                               | Developed in plant             |           |               |
| Corrugating                                     | 1                 |             | 4         |                               | Developed in plant             |           |               |
| Adding Machine                                  | 5                 |             | all       |                               | In office                      |           |               |
| Typewriter                                      | 5                 |             | 5         |                               | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                |           |               |
| Dependability                                   |                   |             |           |                               |                                |           |               |
| Ambition  |                   |             |           |                               |                                |           |               |
| Energy  |                   |             |           |                               |                                |           |               |
| Average intelligence                            |                   |             |           |                               |                                |           |               |

| THE WADLEY COMPANY                              |                         |                |              | Needed training for<br>Employees |                                   |                     |                       |
|---|-------------------------|----------------|--------------|----------------------------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker                                  | Individual<br>Record    |                |              |                                  | Evaluation of<br>College Training |                     |                       |
|   | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege                     | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| General Manager                                 |                         | "              |              |                                  |                                   | "                   |                       |
| Office Manager                                  |                         | "              |              |                                  |                                   | "                   |                       |
| Foreman   |                         | "              |              |                                  |                                   |                     | "                     |
| Head Bookkeeper                                 |                         | "              | "            |                                  |                                   |                     | "                     |
| Bookkeeper                                      |                         | 1              | 1            |                                  |                                   |                     | "                     |
| Stenographer                                    |                         | 2              |              |                                  |                                   |                     | "                     |
| MACHINES  | Number                  |                | Operators    |                                  | How trained                       |                     |                       |
| Typewriter                                      | 4                       |                | 4            |                                  | High School                       |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                |              |                                  |                                   |                     |                       |
| Initiative                                      |                         |                |              |                                  |                                   |                     |                       |
| Industry  |                         |                |              |                                  |                                   |                     |                       |

| T. R. WOODBURN PRINTING<br>COMPANY              |                         |                |              | Needed training for<br>Employees |                                   |                     |                       |
|---|-------------------------|----------------|--------------|----------------------------------|-----------------------------------|---------------------|-----------------------|
| Type of Worker                                  | Individual<br>Record    |                |              |                                  | Evaluation of<br>College Training |                     |                       |
|   | Under-<br>grad-<br>uate | High<br>School | Spe-<br>cial | Col-<br>lege                     | Es-<br>sen-<br>tial               | De-<br>sir-<br>able | Not<br>Impor-<br>tant |
| General Manager                                 |                         | "              |              |                                  |                                   |                     | "                     |
| Bookkeeper                                      |                         | 2              | 2            |                                  |                                   |                     | "                     |
| Stenographer                                    |                         | 1              | 1            |                                  |                                   |                     | "                     |
| Salesman  |                         | "              |              |                                  |                                   | "                   |                       |
| MACHINES  | Number                  |                | Operators    |                                  | How trained                       |                     |                       |
| Bookkeeping                                     | 1                       |                | 1            |                                  | Business College                  |                     |                       |
| Typewriter                                      | 2                       |                | 2            |                                  | Business College                  |                     |                       |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                         |                |              |                                  |                                   |                     |                       |
| Cooperation                                     |                         |                |              |                                  |                                   |                     |                       |
| Initiative                                      |                         |                |              |                                  |                                   |                     |                       |
| Loyalty   |                         |                |              |                                  |                                   |                     |                       |

| F. W. WOOLWORTH & COMPANY                       |                   |             |           |         | Needed training for Employees  |           |               |
|---|-------------------|-------------|-----------|---------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |         | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College | Essential                      | Desirable | Not Important |
| General Manager                                 |                   | "           |           |         |                                |           | "             |
| Assistant Manager                               |                   | "           |           |         |                                |           | "             |
| Floor Ladies                                    | "                 | "           |           |         |                                |           | "             |
| Bookkeeper                                      |                   | 2           |           |         |                                |           | "             |
| Salesman  |                   | "           |           |         |                                |           | "             |
| Manager of Lunch Counter                        |                   | "           |           |         |                                |           | "             |
| MACHINES  | Number            |             | Operators |         | How trained                    |           |               |
| Calculating                                     | 1                 |             | 2         |         | Machine agent                  |           |               |
| Adding  | 1                 |             | all       |         | In office                      |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |         |                                |           |               |
| Initiative                                      |                   |             |           |         |                                |           |               |

| MINISTER  |                   | Needed training for Employees |           |         |                                |           |               |
|---|-------------------|-------------------------------|-----------|---------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |                               |           |         | Evaluation of College Training |           |               |
|   | Under-graduate    | High School                   | Special   | College | Essential                      | Desirable | Not Important |
| Minister  |                   | "                             |           | "       | "                              |           |               |
| Private Secretary                               |                   | "                             |           | "       |                                | "         |               |
| MACHINES  | Number            |                               | Operators |         | How trained                    |           |               |
| Typewriter                                      | 1                 |                               | 1         |         | High School                    |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |                               |           |         |                                |           |               |
| Intelligence                                    |                   |                               |           |         |                                |           |               |
| Trustworthiness                                 |                   |                               |           |         |                                |           |               |
| Initiative                                      |                   |                               |           |         |                                |           |               |
| Accuracy  |                   |                               |           |         |                                |           |               |



| PHYSICIAN                                       |                   |             |           | Needed training for Employees |                                |           |               |
|---|-------------------|-------------|-----------|-------------------------------|--------------------------------|-----------|---------------|
| Type of Worker                                  | Individual Record |             |           |                               | Evaluation of College Training |           |               |
|   | Under-graduate    | High School | Special   | College                       | Essential                      | Desirable | Not Important |
| Doctor  |                   | "           |           | "                             | "                              |           |               |
| Private Secretary                               |                   | 1           | 1         |                               |                                | "         |               |
| Nurse   |                   | "           |           | "                             |                                | "         |               |
| MACHINES  | Number            |             | Operators |                               | How trained                    |           |               |
| Typewriter                                      | 1                 |             | 1         |                               | Business College               |           |               |
| QUALITIES NEEDED FOR SUCCESSFUL BUSINESS CAREER |                   |             |           |                               |                                |           |               |
| Diligence                                       |                   |             |           |                               |                                |           |               |
| Integrity                                       |                   |             |           |                               |                                |           |               |
| Aptitude  |                   |             |           |                               |                                |           |               |

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