

AN ANALYSIS OF TRAINING NEEDS OF OFFICE SECRETARIES IN COUNTY
AGRICULTURAL EXTENSION COUNCIL OFFICES IN KANSAS

by

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B. S., Kansas State University, 1959

A MASTER'S THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1968

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LD
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p.2

ACKNOWLEDGMENTS

The writer wishes to express his appreciation to those people whose guidance and assistance have made possible the compiling of this thesis.

The much valuable assistance given by Dr. Robert L. Johnson in the guidance of the thesis and also throughout the entire graduate program is deeply appreciated.

The writer wishes to acknowledge the cooperation of the Kansas State Extension Staff, County Extension Agents, and County Extension Office Secretaries who participated in this study.

For her continuous encouragement and support, the writer is sincerely grateful to his wife, Mariellen.

The assistance of Mrs. Wendell A. Moyer who typed the manuscript is appreciated.

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CHAPTER I

INTRODUCTION

Each of the 105 counties in Kansas has a County Agricultural Extension Office with at least one full time office secretary. The duties of these secretaries are varied and in most cases are quite different from the duties of the usual private secretary. These secretaries have the secretarial responsibility for from one to as many as nine agents, depending on the county. In the larger counties, where several agents are employed, the secretarial functions and tasks are divided between several secretaries. Each has only a portion of the total functions and tasks assigned, for example, a full time receptionist may have no typing responsibilities.

The age, years of experience, salary, and working conditions are some of the factors which vary among secretaries.

In the past, conflicts have developed among county staff personnel. Many of these have involved office secretaries. These, in many cases, have originated in misunderstandings of the functions of the personnel involved. If the personnel had understood the functions and tasks of each staff member, many of these conflicts might have been avoided.

When conflict does arise, it handicaps staff members in the fulfillment of the Extension Service goals. Also, the 4-H members, Extension Homemakers Unit members, and the remaining Extension clientele may

suffer from these office conflicts.

A job description for all Extension Agents in Kansas has been prepared and distributed. However, no research has been conducted on the functions and training needs of the Extension Office Secretaries in Kansas.

I. STATEMENT OF THE PROBLEM

Many Extension Office Secretaries lack formal training for their secretarial functions and tasks and do not recognize or understand certain aspects of their job. In many counties they are hired by an agent who may leave before the secretary is fully trained, and a different and often inexperienced agent is employed. The new agent may have different expectations about a secretary's responsibilities.

Extension Agents are trained in subject matter in agriculture or home economics, so have no formal training in hiring or training of secretaries. Therefore, they are often of little help in training the secretary.

Another problem that can develop is misunderstanding between the various Extension Agents and secretaries. Secretaries may show favoritism to one of the agents, or one agent may expect favoritism from the secretary.

For a County Extension Office to be operated effectively, there must be a close working relationship between the complete staff. All of them must be informed about what is expected of them, and attempt to make

.

the work most enjoyable for each other. Efficiency in serving the public is very important, if the Extension Service is to accomplish its goals.

II. PURPOSE OF THIS STUDY

The purpose of this study was to determine the training needs of County Extension Office Secretaries in Kansas. The following specific objectives were established for the study:

1. To determine the secretarial situation as to years employed in present Extension Office, age, marital status, education, and desire for more training.
2. To determine the importance currently being given to various secretarial functions and tasks as rated by the secretaries.
3. To determine the importance currently being given to various secretarial functions and tasks as rated by the Extension Agents.
4. To determine the differences between secretaries and agents regarding the importance which should be given to various secretarial functions and tasks.
5. To determine the most important assets of office secretaries, to provide agents with an increased knowledge of characteristics to consider when hiring new office secretaries.
6. To determine the most difficult problem areas connected with the office operation and the secretary's performance as

expressed by the agents.

7. To determine the most difficult problems the secretaries encountered in connection with the operation of the office or the performance of their duties.
8. To determine the areas where training would be most helpful to the secretaries, as expressed by the secretaries.
9. To determine the areas where training would be most helpful to the secretaries, as expressed by the agents.

III. LIMITATIONS

Because only secretaries and agents in Kansas were surveyed, the importance of the various functions and tasks, and training needs could differ in other states. Also, a change of agents or secretaries could change the opinions of those positions surveyed.

IV. DEFINITIONS

Cooperative Extension Service. An educational agency conducted cooperatively by the Federal Extension Service, State Extension Services and local bodies; established by legal action of the Smith-Lever Act of 1914. The educational activities are to "aid in diffusing among the people of the United States useful and practical information on subjects relating to agriculture and home economics and to encourage the

application of the same."¹

Functions and Tasks. Duties, jobs, chores, and assignments to be accomplished.

¹Lincoln D. Kelsey and Cannon C. Hearne, Cooperative Extension Work (Ithaca, New York: Comstock Publishing Company, 1963), p. 477.

CHAPTER II

REVIEW OF LITERATURE

A review of the literature shows no writings in the field of secretarial training for Extension Office Secretaries. Questionnaires have been used by the Federal Extension Service to determine the areas where secretaries and agents thought secretarial training would be helpful to the secretaries. None of these results were statistically analyzed.

The bibliography on page 62 includes those books which were used by this writer to assist with the development of the questionnaire. These handbooks would be helpful reference books for Extension Office Secretaries.

CHAPTER III

DESIGN AND PROCEDURES

I. DESCRIPTION

Type of Study

This study was a descriptive study using a survey to collect information so the important areas of office secretary training needs could be established, using the opinions of the County Extension Office Secretaries and the County Extension Agents.

Sample

All County Extension Agents in Kansas and all of their office secretaries were mailed a questionnaire.

Method of Gathering Data

The following steps were followed in sequence to gather data:

1. Secured permission to collect data in Kansas.
2. Prepared a questionnaire and pretested it on a sample of five Extension Agents and three Extension Office Secretaries.
3. Revised questionnaire.
4. Mailed questionnaire on March 28, 1967. There were 241 questionnaires mailed to agents. These consisted of

4 County Extension Directors, 103 County Agricultural Agents, 107 County Home Economics Agents, and 27 County Club Agents. The agents returned 208 or 86 per cent of the questionnaires. This consisted of 93 per cent from the Club Agents, 89 per cent from the Home Economics Agents, 75 per cent from the County Extension Directors, and 83 per cent from the Agricultural Agents. The 141 office secretaries were mailed their questionnaire the same day. The secretaries returned 128, for a 91 per cent. This gave a return of 336 from the 382 mailed for an 88 per cent return.

Method of Presenting Data

Data were presented in tabular form with detailed discussion to explain the tables.

Analyzing Data

Data were summarized by a 1410 computer from Hollerith cards. The product-moment correlation was used to test the significance of the correlation between the number of years the secretaries had been employed in the present County Extension Office and the desire for more training. The chi-square test was used to test the significance of the other comparisons.

CHAPTER IV

ANALYSIS OF DATA

The analysis of data in this chapter is presented in four parts, Description of the Population in the Study, Desires for Secretarial Training, Factors Relating to Training Areas, and Secretarial Training Areas.

Secretarial training desires of County Extension Office Secretaries were based on years of tenure, location for training, and whether they wanted more training from their County Extension Agents.

Data were analyzed on bases of difficult secretarial problems, weekly office conferences held and attended, marital status, secretarial assets agents would consider when hiring a new secretary, and the emphasis which secretaries were currently giving and should be giving to certain functions and tasks. This information was used in checking the secretarial training areas which the secretaries and agents requested.

Comparisons were made between the secretaries and the agents in regard to the training areas they preferred and also the training areas preferred based on the experience of the secretaries.

Percentages, chi-square, and product-moment correlation were the statistical techniques used in analyzing the data. Percentage figures were rounded to the nearest tenth.

Level of significance was established at the .05 level. When there was significance at the .01 level or the .001 level, this was reported.

I. DESCRIPTION OF THE POPULATION IN THE STUDY

Age of Secretaries

Approximately one-third of the Kansas County Extension Office Secretaries in 1967 were twenty to thirty years of age, Table I. More than one-half were thirty years of age or older. The smallest representation was in the group of secretaries under twenty years of age and the group over fifty.

Education of the Secretaries

All of the secretaries had at least a high school education. Over one-half had only a high school education. Approximately one-fourth had some college education and one-sixth had some business college training. Another 4 per cent had both some college and some business college training, as shown in Table II.

Marital Status of the Secretaries

A majority of the secretaries were married. Ninety-two of the secretaries or 71.9 per cent were married. Widows and divorcees were considered as not married in this study.

TABLE I

AGE OF COUNTY EXTENSION OFFICE SECRETARIES IN KANSAS, 1967

Years of Age	Secretaries	
	Number	Per cent
Under 20	7	5.5
20-29	44	34.4
30-39	31	24.2
40-49	30	23.4
50 and up	16	12.5
Total	128	100.0

TABLE II

EDUCATIONAL BACKGROUND OF COUNTY EXTENSION OFFICE
SECRETARIES IN KANSAS, 1967

Formal Education	Secretaries	
	Number	Per cent
High School	71	55.5
Some college	30	23.4
Some business college	22	17.2
Both some college and some business college	5	3.9
Total	128	100.0

Number of Years Secretaries Employed in Present Extension Office

Nearly one-fourth of the secretaries had been employed in the present Extension office less than one year, as shown in Table III. More than four out of ten of the secretaries had worked in the present office from one to five years. The number continued to decrease, leaving only one out of six secretaries having been employed in the present County Extension office for more than ten years.

TABLE III

NUMBER OF YEARS SECRETARIES EMPLOYED IN PRESENT
COUNTY EXTENSION OFFICE IN KANSAS, 1967

Years Employed	Secretaries	
	Number	Per cent
Less than 1	30	23.4
1-5	55	43.0
6-10	22	17.2
11-15	10	7.8
16 or more	10	7.8
No reply	1	.8
Total	128	100.0

Years of Secretarial Experience of Secretaries

Only one out of sixteen of the secretaries had less than one year of secretarial experience, as shown in Table IV. Less than four out of ten of the secretaries had one to five years of experience and approximately two out of ten had six to ten years of experience. Almost three out of ten secretaries had over ten years of experience. A comparison of Table III with Table IV shows fewer secretaries in the less than one year of experience group than in the less than one year of employment in the present County Extension Office group. The same tables show 15.6 per cent with over ten years of employment in present office compared with 29.7 per cent with over ten years of secretarial experience. This indicates that many of the secretaries had previous secretarial experiences before being employed in the present County Extension office.

County Extension Agents

County Extension Agent positions used for comparisons in the study are shown in Table V. Each of the agent positions had at least a 75 per cent response to the questionnaire. "Other" positions included assistant agents, associate agents, and horticulture agent.

Tenure of County Extension Agents

The largest category of Extension Agents, 33 per cent, had been agents one to five years. Approximately 20 per cent had been employed six to ten years, as shown in Table VI. The number in each group

TABLE IV
YEARS OF SECRETARIAL EXPERIENCE OF COUNTY EXTENSION
OFFICE SECRETARIES IN KANSAS, 1967

Years of Secretarial Experience	Secretaries	
	Number	Per cent
Less than 1	8	6.2
1-5	49	38.3
6-10	27	21.1
11-15	17	13.3
16 or more	21	16.4
No reply	6	4.7
Total	128	100.0

TABLE V
COUNTY EXTENSION AGENTS IN KANSAS, 1967

Position	Number	Per cent
County Extension Director	3	1.4
County Agricultural Agent	82	39.4
County Home Economics Agent	89	42.8
County Club Agent	25	12.1
Other	9	4.3
Total	208	100.0

TABLE VI

NUMBER OF YEARS THAT COUNTY EXTENSION AGENTS HAVE BEEN
EMPLOYED BY EXTENSION IN KANSAS, 1967

Number of Years Agents Employed by Extension	Agents	
	Number	Per cent
Less than 1	25	12.0
1-5	69	33.2
6-10	43	20.7
11-15	34	16.3
16 or more	27	13.0
No reply	10	4.8
Total	208	100.0

decreased with tenure until only 13 per cent had been employed more than fifteen years. Agents with less than one year of experience accounted for 12 per cent.

Number of Years that County Extension Agents Had Worked with Present
Head Secretary

Approximately four out of ten agents had worked with the present head secretary less than one year, as shown in Table VII. Another four out of ten had worked with their head secretary from one to five years. Less than two out of ten agents had worked with the present head secretary for more than five years.

TABLE VII

NUMBER OF YEARS THAT COUNTY EXTENSION AGENTS HAD WORKED
WITH PRESENT HEAD SECRETARIES IN KANSAS, 1967

Number of Years Agents Had Worked with Present Head Secretary	Agents	
	Number	Per cent
Less than 1	87	41.8
1-5	82	39.4
6-10	27	13.0
11-15	8	3.8
16 or more	2	1.0
No reply	2	1.0
Total	208	100.0

II. DESIRES FOR SECRETARIAL TRAINING

Secretaries' Desire for Training

Kansas County Extension Office Secretaries had a statistically significant desire for more secretarial training by the State Extension Service. Approximately 85 per cent requested more training and about 15 per cent indicated they would not like more training, as shown in Table VIII.

TABLE VIII

COUNTY EXTENSION OFFICE SECRETARIES' DESIRE FOR MORE
SECRETARIAL TRAINING BY THE STATE EXTENSION
SERVICE IN KANSAS, 1967

Desire for Training	Secretaries' Responses (N = 126)	
	Number	Per cent
Would like more training	108	85.7
Would not like more training	18	14.3

Chi-square = 64.28
Significant at .001 level

Tenure

The relationship between years of employment as Extension Office Secretaries and the desire for more training was not statistically significant, as measured by chi-square. However, it was statistically significant when measured by product-moment correlation, with a correlation of .9009. There was an indirect relationship between job tenure and a desire for training as shown in Table IX. As the years of tenure increased, the desire for training decreased.

Of those secretaries who had been employed in the present office less than one year, nearly all, 97 per cent, expressed a desire for more training. The desire for training declined to seven out of ten of those secretaries with sixteen or more years of experience.

TABLE IX
 NUMBER OF YEARS KANSAS EXTENSION OFFICE SECRETARIES
 EMPLOYED IN PRESENT OFFICE, BY THE SECRETARIES'
 DESIRE FOR MORE TRAINING, 1967*

Number of Years Secretaries Employed in Present County Extension Office	Secretaries' Desire for More Training					
	Yes (N = 108)		No (N = 18)		Total (N = 126)	
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent
Less than 1	29	96.7	1	3.3	30	100.0
1-5	46	85.2	8	14.8	54	100.0
6-10	18	81.8	4	18.2	22	100.0
11-15	8	80.0	2	20.0	10	100.0
16 or more	7	70.0	3	30.0	10	100.0

*Chi-square was computed on the basis of combining the categories of 6-10 years, 11-15 years, and 16 or more years.

Chi-square = 4.759

Not significant

Product-moment correlation = .9009

Location of Training

A statistically significant number of secretaries requesting training, preferred training at district meetings. Approximately seven out of ten of the secretaries preferred district meetings, as shown in Table X. More than two out of ten requested a meeting at Kansas State University and less than one out of ten had no preference between Kansas State University and a district meeting.

TABLE X
 PREFERENCE OF LOCATION FOR TRAINING OF COUNTY EXTENSION
 OFFICE SECRETARIES, BY SECRETARIES PREFERRING
 ADDITIONAL TRAINING IN KANSAS, 1967*

Location of Training	Secretaries' Responses (N = 106)	
	Number	Per cent
District meeting	73	68.8
Meeting at Kansas State University	26	24.6
Either	7	6.6

*Level of significance based on comparison of "district meeting" and "Kansas State University."

Chi-square = 22.4
 Significant at .0001 level

There was no significant relationship between preference of training location and secretary tenure. In each of the five categories of years of employment in present County Extension office, from 50 per cent to 80 per cent preferred training at the district level, as shown in Table XI. The same table shows from 11 per cent to 30 per cent preferring Kansas State University. Secretaries with the longer tenure tended to have no preference. These percentages ranged from 3.4 per cent with less than one year in the present office up to 12.5 per cent for secretaries with eleven to fifteen years of experience.

TABLE XI

KANSAS EXTENSION OFFICE SECRETARIES REQUESTING MORE TRAINING,
PREFERRED TRAINING IN FOLLOWING LOCATIONS, BASED ON
NUMBER OF YEARS EMPLOYED IN PRESENT
COUNTY EXTENSION OFFICE, 1967*

Number of Years Secretaries Em- ployed in Present County Extension Office	Location							
	District (N = 73)		Kansas State University (N = 26)		Either (N = 7)		Total (N = 106)	
	Num-	Per	Num-	Per	Num-	Per	Num-	Per
	ber	cent	ber	cent	ber	cent	ber	cent
Less than 1	21	75.0	6	26.4	1	3.6	28	100.0
1-5	29	63.0	14	30.5	3	6.5	46	100.0
6-10	14	77.8	2	11.1	2	11.1	18	100.0
11-15	4	57.1	2	28.6	1	14.3	7	100.0
16 or more	5	71.4	2	28.6	0	--	7	100.0

* Level of significance based on comparison of "district meeting" and "Kansas State University." Chi-square was computed on basis of combining the categories of 6-10 years, 11-15 years, and 16 or more years.

Chi-square = 1.5065
Not significant

Secretaries' Desire for Training from County Extension Agents

Nearly six out of ten of the Kansas County Extension Office Secretaries said they would not like to have more training from their Extension Agents, as shown in Table XII. These responses were not statistically significant.

TABLE XII

COUNTY EXTENSION OFFICE SECRETARIES' DESIRE FOR MORE
TRAINING FOR THEIR JOB FROM THEIR COUNTY
EXTENSION AGENTS IN KANSAS, 1967

Desire for Training from Agents	Secretaries' Responses (N = 117)	
	Number	Per cent
Would like more training	48	41.0
Would not like more training	69	59.0

Chi-square = 3.76
Not significant

As secretaries' tenure in the present County Extension office decreased, there was a statistically significant increase in their desire for training from their County Extension Agents. This relationship was significant at the .01 level, as shown in Table XIII. The group of secretaries with less than one year of employment in the present office had about six out of ten requesting more training from their agents. Over four out of ten secretaries with one to five years of employment and over three out of ten secretaries with six to ten years tenure requested training from their County Extension Agents. One out of ten secretaries with eleven to fifteen years tenure and none of the secretaries with over fifteen years tenure requested more training from their agents. The probable reason for this is that secretaries with the long tenure, in most cases, had more experience than the agents.

TABLE XIII

KANSAS EXTENSION OFFICE SECRETARIES' DESIRE FOR MORE TRAINING
FROM COUNTY EXTENSION AGENTS, BASED ON NUMBER
OF YEARS SECRETARIES EMPLOYED IN PRESENT
COUNTY OFFICE IN KANSAS, 1967*

Number of Years Secretaries Employed in Present County	Secretaries' Desire for More Training From Agents					
	Yes (N = 48)		No (N = 69)		Total (N = 117)	
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent
Less than 1	18	62.2	11	37.8	29	100.0
1-5	22	42.3	30	57.7	52	100.0
6-10	7	35.0	13	65.0	20	100.0
11-15	1	12.5	7	87.5	8	100.0
16 or more	0	--	8	100.0	8	100.0

* Chi-square was computed on basis of combining the categories of 11-15 years and 16 and more years.

Chi-square = 13.527
Significant at .01 level

III. FACTORS RELATED TO TRAINING AREAS

Difficult Problems

Difficult problems which secretaries encountered in connection with their secretarial duties in the County Extension office were listed in order of importance by both the secretaries and the County Extension Agents. These problems were then placed in nine categories. There was

strong agreement between the secretaries and the agents on designation of difficult problems. Secretarial work skills received more first place votes than any other category. Secretarial work skills included such tasks as filing, monthly reports, grammar, mailing lists, penalty mail, tax reports, and financial records. Other categories ranking high for both groups were: organizing and planning work, too much work, and dissatisfactions between agents and secretaries.

Secretaries considered answering subject matter questions a difficult area, with about 20 per cent giving this a first place vote, while only 3 per cent of the agents gave this a first place vote, as shown in Tables XIV and XV.

Secretaries' and agents' ranking of the difficult areas encountered by County Extension Office Secretaries in performance of their secretarial duties were weighted, and weighted scores were computed for each difficult problem category. Their responses were weighted as follows:

First	3
Second	2
Third	1

These weighted scores for the eight difficult areas ranged from 207 to 8 for the 208 agents and from 97 to 6 for the 128 secretaries, as shown in Table XVI. The only area of difference in rank order was on answering subject matter questions. The secretaries considered this the third most difficult area, while agents considered it the seventh most difficult area.

TABLE XIV

DIFFICULT PROBLEMS ENCOUNTERED IN CONNECTION WITH COUNTY
EXTENSION OFFICE SECRETARY'S PERFORMANCE OF HER
DUTIES, IDENTIFIED BY COUNTY EXTENSION
OFFICE SECRETARIES IN KANSAS, 1967

Difficult Problems Encountered by Secretaries	Secretaries' Responses						Weighted Score
	First (N = 104)		Second (N = 73)		Third (N = 28)		
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent	
Secretarial work skills	25	24.1	10	13.7	2	7.1	97
Answer subject matter questions	22	21.2	10	13.7	2	7.1	88
Organizing and planning work	21	20.2	15	20.5	1	3.6	94
Too much work	13	12.5	11	15.1	3	10.8	64
Agent-Secretaries dissatisfactions	11	10.6	14	19.2	7	25.0	68
Public relations	5	4.8	6	8.2	6	21.4	33
Work for others	2	1.9	0	--	0	--	6
Working conditions	2	1.9	3	4.1	2	7.1	14
Other	3	2.8	4	5.5	5	17.9	22

TABLE XV

DIFFICULT PROBLEMS ENCOUNTERED IN CONNECTION WITH COUNTY
EXTENSION OFFICE SECRETARY'S PERFORMANCE OF HER
DUTIES, IDENTIFIED BY COUNTY EXTENSION
AGENTS IN KANSAS, 1967

Difficult Problems Encountered by Secretaries	Agents' Responses						Weighted Score
	First (N = 166)		Second (N = 133)		Third (N = 57)		
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent	
Secretarial work skills	48	29.1	25	18.7	13	22.8	207
Organizing and planning work	38	22.9	40	30.2	12	21.0	206
Agent-Secretaries dissatisfactions	25	15.0	19	14.3	8	14.0	121
Too much work	23	13.8	14	10.4	3	5.3	100
Public relations	9	5.4	12	9.1	5	8.8	56
Answering subject matter questions	5	3.0	3	2.3	5	8.8	26
Working conditions	4	2.4	7	5.2	4	7.0	30
Work for others	0	--	4	3.0	0	--	8
Other	14	8.4	9	6.8	7	12.3	67

TABLE XVI
 COMPARISON OF COUNTY EXTENSION AGENTS AND SECRETARIES
 WEIGHTED SCORES OF DIFFICULT SECRETARIAL
 PROBLEMS ENCOUNTERED IN KANSAS COUNTY
 EXTENSION OFFICES, 1967

Difficult Problems Encountered by Secretaries	Position			
	Agents (N = 166)		Secretaries (N = 104)	
	Weighted Score	Rank	Weighted Score	Rank
Secretarial work skills	207	1	97	1
Organizing and planning work	206	2	94	2
Agent-Secretaries dissatisfactions	121	3	68	4
Too much work	100	4	64	5
Public relations	56	5	33	6
Working conditions	30	6	14	7
Answering subject matter questions	26	7	88	3
Work for others	8	8	6	8
Other	67		22	

Weekly Office Conferences

Approximately eight out of ten of the secretaries reported that a weekly office conference was held in their County Extension Office, as shown in Table XVII. This was significant at the .001 level.

Only two-thirds of the secretaries reported attending a weekly office conference. This is shown in Table XVIII and was significant at the .001 level.

Comparing Tables XVII and XVIII shows that not all counties hold a weekly office conference and then only a portion of the secretaries attend those which are held. One-third of the secretaries do not attend a weekly office conference.

TABLE XVII

WEEKLY OFFICE CONFERENCES REPORTED HELD IN COUNTY EXTENSION
OFFICES ACCORDING TO COUNTY EXTENSION OFFICE
SECRETARIES IN KANSAS, 1967

Weekly Office Conferences	Secretaries' Responses (N = 127)	
	Number	Per cent
Yes	99	77.9
No	28	22.1

Chi-square = 36.54
Significant at .001 level

TABLE XVIII

SECRETARIES' ATTENDANCE AT WEEKLY OFFICE CONFERENCE,
 ACCORDING TO COUNTY EXTENSION OFFICE
 SECRETARIES IN KANSAS, 1967

Secretaries' Attendance at Weekly Office Conference	Secretaries' Responses (N = 128)	
	Number	Per cent
Yes	85	66.4
No	43	33.6

Chi-square = 13.78
 Significant at .001 level

Marital Status of the Secretaries

Being married was statistically related to secretaries' shorter tenure, as shown in Table XIX. Two-thirds of the Kansas Extension Office Secretaries with less than one year of tenure were married. The percentage of married secretaries declined from approximately 80 per cent of the secretaries with one to five years of tenure, 77 per cent with six to fifteen years of tenure, to only 30 per cent of the secretaries with sixteen or more years of employment in the present County Extension Office being married.

Secretaries who were widowed or divorced were considered not married in the study.

TABLE XIX
 NUMBER OF YEARS SECRETARIES EMPLOYED IN PRESENT COUNTY
 EXTENSION OFFICE, BY MARITAL STATUS
 IN KANSAS, 1967

Number of Years Secretaries' Employed in Present Extension Office	Secretaries					
	Married (N = 92)		Not Married (N = 36)		Total (N = 128)	
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent
Less than 1	20	66.7	10	33.3	30	100.0
1-5	45	80.4	11	19.6	56	100.0
6-10	17	77.3	5	22.7	22	100.0
11-15	7	70.0	3	30.0	10	100.0
16 or more	3	30.0	7	70.0	10	100.0

Chi-square = 9.621
 Significant at .05 level

Secretarial Assets Agents Would Consider When Hiring a New Secretary

County Extension Agents were asked to list in order, the three secretarial assets they would consider when hiring a new County Extension Office Secretary. These secretarial assets were then grouped into nine categories, as shown in Table XX. The table shows the number of times each category was mentioned first, second, and third and also shows a weighted score. The agents' responses were weighted as follows and then totaled:

First	3
Second	2
Third	1

TABLE XX
 RANKING OF SECRETARIAL ASSETS TO CONSIDER WHEN HIRING
 A NEW COUNTY EXTENSION OFFICE SECRETARY AS
 IDENTIFIED BY COUNTY EXTENSION AGENTS
 IN KANSAS, 1967

Secretarial Assets Identified by County Extension Agents	Agents' Responses						Weighted Score
	First (N = 205)		Second (N = 203)		Third (N = 170)		
	Num- ber	Per cent	Num- ber	Per cent	Num- ber	Per cent	
Pleasant personality and disposition	67	32.7	56	27.6	33	19.4	346
Accuracy and neatness in work	49	23.9	48	23.7	25	14.7	268
Well groomed ap- pearance	18	8.8	38	18.7	44	25.9	174
Efficiency	15	7.3	12	5.9	13	7.7	82
Interest in the job	14	6.9	14	6.9	18	10.6	88
Loyalty	8	3.9	5	2.5	4	2.4	38
Cooperative attitude	7	3.4	8	3.9	9	5.3	46
Dependability	6	2.9	9	4.4	1	.6	37
Other	21	10.2	13	6.4	23	13.4	112

These weighted scores ranged from 346 to 37. On the basis of both first place votes and weighted scores, agents would consider as assets: pleasant personality and disposition, accuracy and neatness in work, well groomed appearance, efficiency, and interest in the job.

The category of "other" included characteristics such as intelligence, experience, references, and knowledge about the Extension Service.

Emphasis that Secretaries were Currently Giving and Should be Giving Certain Functions and Tasks

A list of thirty-eight secretarial functions and tasks was included in the questionnaire. The County Extension Office Secretaries and the County Extension Agents answered the same questionnaires and were asked to indicate the importance which the secretaries were currently giving to each function and task. Also, they were asked to indicate the emphasis which they felt the secretaries should be giving.

The following categories were available for them to indicate the importance currently being given:

- 5 - Very Important - a function or task which receives a great deal of attention, is completed accurately with a top priority of time.
- 4 - Important - a function or task which is seldom neglected, but may be postponed for very important work. Completeness is more important than accuracy.

- 3 - Little Importance - a function or task which is done, but may be postponed for several days.
- 2 - No Importance - a function or task which might be done, but only if all other functions are completed.
- 1 - Not a Function - a function or task which someone besides the secretary is expected to complete.

For the emphasis that should be given to the same functions and tasks, they were asked to indicate the category of more, same, or less.

"Very Important" was the most common category mentioned by the secretaries, with "Important" being the second most common. "Not a function" was the most common category chosen by secretaries for the functions of being responsible for doing the agents' monthly statistical report, and producing teaching visuals for agents. As to importance which should be given, for most of the functions and tasks, the secretaries felt that the same emphasis should be given. Those functions and tasks which most of the secretaries felt should receive more emphasis were: keep supplies neatly arranged, file resource material correctly, keep filing up to date, proofread all typing carefully, be informed on the County Extension programs and policies, and be systematic in organization and work. For none of the functions and tasks did most of the secretaries feel that less emphasis should be given.

County Extension Agents also felt that most of the functions and tasks were currently being given very important or important emphasis by

the secretaries. Most of the agents felt that producing teaching visuals for agents should receive little importance. Being responsible for doing the agents monthly statistical report, and reminding the executive board treasurer when money was needed from the County Treasurer was considered as not a secretarial function by the largest group of agents. Proof-reading all typing carefully was the only area which most of the agents felt should receive more emphasis.

Table XXI shows the percentages of the agents and secretaries which expressed each of the five levels of emphasis that were currently being given and each of the three levels of emphasis that should be given to each of the functions and tasks. Areas where either one or both groups had over 40 per cent of their members feeling that more emphasis should be given were:

- a. Take messages so agents can return calls.
- b. Keep supplies neatly arranged.
- c. Make visitors feel welcome.
- d. File resource material correctly.
- e. Keep filing up to date.
- f. Proofread all typing carefully.
- g. Be informed on the County Extension programs and policies.
- h. Be prepared to answer common questions.
- i. Order Extension bulletins as needed.
- j. Be systematic in organization of work.
- k. Help to keep unnecessary gossip to a minimum in office.

TABLE XXI

EMPHASIS THAT SECRETARIES WERE CURRENTLY GIVING AND SHOULD BE GIVING VARIOUS FUNCTIONS AND TASKS, BY COUNTY EXTENSION OFFICE SECRETARIES AND AGENTS IN KANSAS, 1967

Categories under emphasis currently being given:

- 5 - Very Important
- 4 - Important
- 3 - Little Importance
- 2 - No Importance
- 1 - Not a Function

Agents - (N = 208)
Secretaries - (N = 128)

Functions and Tasks	Position	Percentage Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	Reply
Answer telephone promptly and courteously	Agents	92.9	4.7	0	0	.8	1.6	28.8	67.7	.5	2.9
	Sec.	85.5	13.4	1.0	0	0	0	14.8	78.9	0	6.2
Take messages so agents can return calls	Agents	80.7	17.7	1.4	0	0	0	36.5	60.0	0	3.4
	Sec.	91.4	6.2	0	0	.8	1.5	21.0	74.2	0	4.7
Keep supplies neatly arranged	Agents	14.4	52.8	23.5	5.3	.5	3.4	39.9	53.3	.5	6.2
	Sec.	12.5	46.8	30.4	7.0	.8	2.3	46.8	46.8	.8	5.5
Make visitors feel welcome	Agents	75.0	20.1	3.4	1.4	0	0	37.0	57.6	1.0	4.3
	Sec.	85.1	12.5	0	0	.8	1.6	30.4	63.2	0	6.2
Supply visitors with service requested	Agents	72.5	24.5	1.4	1.0	.5	0	29.3	65.3	.5	4.8
	Sec.	85.9	11.7	0	0	.8	1.6	32.8	60.9	.8	5.5
File resource material correctly	Agents	25.0	46.1	20.6	3.4	4.3	.5	47.5	50.0	.5	1.9
	Sec.	34.3	40.6	17.9	3.9	.8	2.3	50.7	42.9	0	6.2

TABLE XXI (continued)

Functions and Tasks	Position	Percentage Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	No Reply
Keep filing up-to-date	Agents	20.6	44.2	26.9	5.3	1.0	1.9	44.2	51.9	1.4	2.4
	Sec.	25.7	39.0	27.3	4.7	.8	2.3	52.3	39.8	0	7.8
Proofread all typing carefully	Agents	64.9	25.9	6.7	1.0	.5	1.0	48.5	46.6	.5	4.3
	Sec.	64.8	27.3	.8	.8	.8	5.5	47.6	42.9	0	9.4
Make personal telephone calls during office hours	Agents	4.8	6.2	11.0	37.5	37.0	3.4	5.8	57.6	28.8	7.7
	Sec.	.8	0	3.1	50.0	42.1	3.9	3.9	51.5	29.6	14.8
Return folders promptly to files	Agents	30.7	53.3	13.9	1.4	.5	0	22.5	73.5	.5	3.4
	Sec.	40.6	50.7	5.5	0	.8	2.3	29.6	63.2	0	7.0
Take an interest in and show enthusiasm in agents' work	Agents	42.7	47.1	6.8	1.4	1.4	1.4	28.3	66.8	.5	4.3
	Sec.	60.9	32.8	1.6	.8	0	3.9	31.2	62.5	0	6.3
Be cooperative with all agents	Agents	74.0	21.6	2.4	.5	1.0	.5	26.9	70.1	0	2.9
	Sec.	82.0	14.8	0	0	0	3.1	24.2	70.3	0	5.5
Be loyal to all agents	Agents	78.8	16.3	2.9	1.0	.5	.5	30.7	64.4	0	4.8
	Sec.	84.3	10.9	.8	.8	0	3.1	20.3	72.6	0	7.0
Be informed on the County Extension programs and policies	Agents	42.7	44.7	9.6	1.9	0	1.0	45.6	50.9	0	3.4
	Sec.	54.6	34.3	7.8	.8	0	2.3	58.5	35.1	0	6.2
Be prepared to answer common questions	Agents	38.9	43.7	11.5	2.9	1.9	1.0	25.0	68.7	1.9	4.3
	Sec.	61.7	33.5	2.3	0	0	2.3	43.7	47.6	.8	7.8

TABLE XXI (continued)

Functions and Tasks		Percentage Responding to Each Emphasis										No Reply	Less	Same	More	Should Be Given					
		Currently Being Given					Should Be Given														
		5	4	3	2	1	1	2	3	4	5						No Reply				
Order Extension bulletins as needed	Agents Sec.	25.9	42.3	24.0	2.4	5.3	0	33.6	59.6	2.4	4.3	21.0	50.7	21.0	0	3.9	3.1	18.7	66.4	3.9	10.9
Take care of office equipment by routine cleaning and maintenance	Agents Sec.	16.3	38.4	31.2	6.7	6.2	1.0	21.6	70.1	2.9	5.3	10.9	35.9	24.2	9.4	15.6	3.9	20.3	67.9	3.1	8.6
Be systematic in organization of work	Agents Sec.	46.1	43.7	8.2	1.0	0	1.0	45.6	50.4	0	3.8	48.4	40.6	6.2	.8	0	3.9	46.2	36.7	0	7.0
Keep regular office hours	Agents Sec.	67.7	29.8	1.4	.5	0	.5	15.8	79.8	0	4.3	82.0	14.8	.8	0	2.3	14.8	77.3	.8	7.0	
Do art work for newsletters	Agents Sec.	21.6	49.5	21.1	4.8	1.9	1.0	25.9	67.7	2.9	3.4	25.0	53.1	13.2	1.6	3.9	3.1	21.8	65.6	3.1	9.4
Help to keep unnecessary gossip to a minimum in office	Agents Sec.	53.3	29.3	10.0	4.8	1.9	.5	35.5	59.1	2.4	2.9	53.9	27.3	3.9	7.0	4.7	3.1	28.1	57.0	7.8	7.0
Be responsible for doing the agents' monthly statistical report	Agents Sec.	16.3	27.4	19.7	5.3	31.2	0	19.2	64.9	11.0	4.8	27.3	23.4	5.5	4.7	35.9	3.1	14.8	58.5	10.9	15.6
Do monthly financial records on time without being reminded	Agents Sec.	75.0	18.7	4.3	.5	.5	1.0	13.9	81.2	.5	4.3	75.7	9.4	.8	.8	8.6	4.7	10.9	72.6	2.3	14.0

TABLE XXI (continued)

Functions and Tasks	Position	Percentage Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	Reply
Remind executive board treasurer when money is needed from County Treasurer	Agents	28.3	24.5	11.0	2.4	31.2	2.4	8.2	74.0	8.6	9.1
	Sec.	49.2	12.5	2.3	.8	28.1	7.0	8.6	69.5	5.5	16.4
Maintain detailed calendar of activities of each agent	Agents	43.2	38.9	7.2	2.4	7.2	1.0	28.8	65.8	1.0	4.3
	Sec.	57.0	28.1	1.6	0	10.9	2.3	40.6	47.6	1.6	10.1
Maintain and use a revolving file	Agents	23.0	39.9	20.1	6.2	7.7	2.9	37.0	52.4	4.8	5.8
	Sec.	28.9	32.0	15.6	4.7	10.9	7.8	30.4	51.5	3.1	14.8
Remind agents of commitments	Agents	34.1	41.8	14.4	1.0	7.7	1.0	32.2	62.9	1.4	3.4
	Sec.	45.3	37.5	5.5	2.3	3.9	5.5	22.6	66.4	0	10.9
Work extra hours if necessary to get important work completed	Agents	21.6	36.5	23.0	6.7	10.5	1.4	11.0	74.5	8.6	5.8
	Sec.	39.8	34.3	8.6	3.9	9.4	3.9	7.8	77.3	4.7	10.1
Produce teaching visuals for agents	Agents	4.8	23.5	35.0	11.5	23.0	1.9	27.4	58.6	7.2	6.7
	Sec.	8.6	25.0	19.5	3.9	36.7	6.2	11.7	64.0	7.8	16.4
Keep mailing lists up-to-date	Agents	42.3	38.4	14.9	2.9	.5	1.0	38.4	57.2	0	4.3
	Sec.	39.0	38.2	14.8	2.3	.8	4.7	32.0	54.6	5.6	11.7
Determine priority of work assignments	Agents	34.1	37.0	13.9	1.9	12.0	1.0	33.6	59.1	1.4	5.8
	Sec.	45.3	42.1	.8	0	4.7	7.0	26.5	56.2	.8	16.4

TABLE XXI (continued)

Functions and Tasks	Position	Percentage Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	No Reply
Maintain records of leaders	Agents	20.6	46.6	23.5	3.4	5.3	.5	19.2	72.5	3.8	4.3
	Sec.	25.0	36.7	17.9	1.6	14.8	3.9	19.5	62.5	2.3	15.6
Maintain records of awards	Agents	15.8	45.1	27.8	4.8	5.8	.5	21.6	70.1	3.8	4.3
	Sec.	24.2	34.3	20.3	3.9	13.2	3.9	21.0	60.1	3.1	15.6
Maintain office in neat, orderly manner	Agents	38.9	42.3	14.4	3.8	0	.5	40.3	55.7	0	3.8
	Sec.	27.3	51.5	14.8	2.3	.8	3.1	33.5	53.9	.8	11.7
Open incoming mail and distribute promptly	Agents	60.0	34.1	3.4	.5	1.4	.5	17.7	77.8	0	4.3
	Sec.	70.3	21.0	.8	0	4.7	3.1	11.7	77.3	0	10.9
Be informed on penalty mailing rules	Agents	62.9	27.8	7.7	.5	.5	.5	44.2	51.9	0	3.8
	Sec.	67.9	25.0	3.1	0	.8	3.1	43.7	46.0	0	10.1
Handle requests for information in absences of agents	Agents	43.7	37.0	12.0	1.0	5.3	1.0	26.4	65.8	3.4	4.3
	Sec.	64.8	29.6	0	.8	1.6	3.1	39.0	52.3	0	8.6
Correct agents grammar in correspondence	Agents	50.0	37.0	6.7	1.0	4.3	1.0	37.9	55.2	1.9	4.8
	Sec.	62.5	26.5	1.6	0	4.7	4.7	30.4	56.2	.8	12.5

- l. Maintain detailed calendar of activities of each agent.
- m. Keep mailing lists up to date.
- n. Determine priority of work assignments.
- o. Maintain office in neat, orderly manner.
- p. Be informed on penalty mailing rules.
- q. Handle request for information in absences of agents
- r. Correct agents grammar in correspondence.

Secretarial functions and tasks having more than 10 per cent difference between the percentage of agents and the percentage of secretaries who felt that more emphasis should be given to the function or task were:

Higher per cent of agents:

- a. Answer telephone promptly and courteously.
- b. Take messages so agents can return calls.
- c. Be loyal to all agents.
- d. Order Extension bulletins as needed.
- e. Remind agents of commitments.
- f. Produce teaching visuals for agents.

Higher per cent of secretaries:

- a. Be informed on County Extension programs and policies.
- b. Be prepared to answer common questions.
- c. Handle request for information in absence of agents.

IV. SECRETARIAL TRAINING AREAS

Secretaries' Ranking of Areas of Secretarial Training

Extension Office Secretaries were asked to rank the top ten areas where training would be the most aid to them in carrying out their duties most efficiently, from a list of twenty-six areas. Table XXII shows the number of times each of the areas was mentioned first, second, third, etc. Each of these were weighted as follows:

First	9
Second	8
Third	7
Fourth	6
Fifth	5
Sixth	4
Seventh	3
Eighth	2
Ninth	1

The number of times mentioned for each rank was multiplied by the above factors. The numbers were then added to determine a weighted score.

Training areas which received the top ten weighted scores by the secretaries were, in rank order:

1. Handling request for information in absence of agents.
2. Filing.
3. Organizing and planning work.
4. The job of the secretary.
5. English usage.
6. Monthly reports.
7. Penalty mail.

TABLE XXII

RANKING OF AREAS WHERE SECRETARIAL TRAINING WOULD BE MOST HELPFUL,
BY COUNTY EXTENSION OFFICE SECRETARIES IN KANSAS, 1967

Training Area	Number of Secretaries' Responses (N = 128)									Weighted Score	
	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Ninth		
Handling request for information in absence of agents	27	15	12	6	9	5	5	13	3	3	596
Filing	15	11	13	7	12	8	3	3	5	5	472
The job of the secretary	14	6	8	7	13	4	4	8	3	6	389
Organizing and planning work	12	15	9	5	10	9	4	4	6	6	437
English usage	11	8	12	9	4	4	4	5	5	8	370
Financial records	8	10	4	4	8	0	3	9	6	6	277
Monthly reports	5	15	7	6	10	4	6	6	9	3	355
Personnel policies	5	8	8	5	5	10	4	4	10	7	299
Shorthand, dictation and transcription	5	2	1	4	0	2	2	2	3	4	116
Proofreading	5	0	0	4	3	3	9	3	1	1	130
Penalty mail	3	4	11	13	5	7	8	7	4	4	309
Cutting stencils	2	1	1	1	1	2	1	1	0	0	57
Office equipment and arrangement	2	0	1	3	2	7	2	2	5	5	102
Art work	1	4	3	5	6	6	5	4	7	7	176
Receptionist duties	1	1	5	1	4	6	7	4	0	0	131
Dictating machines	1	1	4	1	0	0	1	1	2	2	57

TABLE XXII (continued)

Number of Secretaries' Responses
(N = 128)

Training Areas	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Ninth	Weighted Score
Letter writing	0	6	4	6	5	8	4	4	2	191
Expense accounts	0	5	3	3	4	8	1	5	5	149
Reading improvement	0	3	1	4	1	2	1	1	1	74
Telephone techniques	0	1	3	6	0	7	3	5	7	119
Mail handling	0	1	2	2	0	0	5	4	4	61
Operating duplicating machines	0	1	0	2	1	1	2	1	5	42
Use of dictionary and other reference material	0	0	3	2	2	1	2	2	4	61
Typing	0	0	1	3	2	0	1	1	1	41

8. Personnel policies.
9. Financial records.
10. Letter writing.

Agents' Ranking of Areas of Secretarial Training

County Extension Agents were asked to rank the top ten areas where training would be the most aid to their office secretaries in carrying out their secretarial duties most efficiently. They chose from the same list as the secretaries. Table XXIII shows the number of times each area was mentioned first, second, third, etc., and also the weighted score.

Training areas which received the top ten weighted scores by the agents were in the following rank order:

1. The job of the secretary.
2. Filing.
3. Organization and planning work.
4. Handling requests for information in absence of agents.
5. Receptionist duties.
6. Financial records.
7. Telephone techniques.
8. Personnel policies.
9. Monthly reports.
10. Penalty mail.

TABLE XXIII

RANKING OF AREAS BY COUNTY EXTENSION AGENTS WHERE SECRETARIAL TRAINING WOULD BE MOST HELPFUL TO A COUNTY EXTENSION OFFICE SECRETARY IN KANSAS, 1967

Training Area	Number of Agents' Responses (N = 208)									Weighted Score
	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Ninth	
The job of the secretary	45	19	10	10	20	7	4	9	1	846
Organizing and planning work	34	19	16	14	7	16	8	10	11	808
Filing	30	12	17	16	21	12	12	14	16	814
Handling request for information in absence of agents	15	24	19	17	9	21	11	8	8	748
Receptionist duties	12	16	13	13	6	11	4	16	10	533
Financial records	12	11	14	4	12	7	15	8	7	467
English usage	10	7	4	10	4	3	5	4	3	292
Proofreading	8	10	6	7	6	4	9	11	3	334
Shorthand, dictation and transcription	6	5	5	6	2	3	5	4	3	213
Telephone techniques	5	16	12	7	14	7	10	7	9	450
Typing	5	7	5	2	1	7	4	4	2	203
Personnel policies	4	12	11	15	9	11	5	8	10	429
Penalty mail	2	6	6	13	18	8	13	11	4	373
Dictating machine	2	3	3	3	1	4	0	1	3	111
Grooming	2	2	2	1	3	6	5	1	6	116
Operating duplicating machines	2	0	2	4	5	6	4	3	5	128
Monthly reports	1	7	13	10	13	10	10	14	13	392
Letter writing	1	7	9	7	11	10	11	6	4	314

TABLE XXIII (continued)

Training Areas	Number of Agents' Responses (N = 208)									Weighted Score
	First	Second	Third	Fourth	Fifth	Sixth	Seventh	Eighth	Ninth	
Office equipment and arrangement	1	3	3	6	2	4	8	9	14	180
Supply procedures	1	2	5	6	3	11	16	13	20	249
Mail handling	1	0	1	2	4	2	7	8	5	98
Art work	0	5	6	12	6	10	10	8	10	280
Expense accounts	0	3	2	4	7	2	4	5	8	135
Cutting stencils	0	1	8	8	6	10	8	5	3	219
Reading improvement Use of dictionary and other reference material	0	1	1	0	1	1	0	0	3	27
	0	0	0	0	3	3	7	1	8	58

Comparison of Secretaries to Agents, Desires for Secretarial Training for Secretaries

Table XXIV shows the ranking of the weighted scores for the training areas by both the secretaries and agents. The top areas (the job of the secretary, filing, organizing and planning work, and handling request for information in absence of agents) were the same for both positions, although in different order. Following these, there were some differences. Secretaries placed receptionist duties, telephone techniques, and proofreading much lower than did the agents, and English usage much higher.

Effect of Secretaries' Years of Tenure on Desires for Training

The secretaries were divided into three groups on the basis of years of tenure in the present County Extension office. These groups were: less than one year, one to five years, and six or more years. A comparison was then made of the training areas which the different groups felt were important. The results of this comparison were weighted as follows:

First	9
Second	8
Third	7
Fourth	6
Fifth	5
Sixth	4
Seventh	3
Eighth	2
Ninth	1

TABLE XXIV
 COMPARISONS OF WEIGHTED SCORES OF VARIOUS TRAINING AREAS
 FROM RESPONSES BY BOTH COUNTY EXTENSION AGENTS AND
 COUNTY EXTENSION OFFICE SECRETARIES
 IN KANSAS, 1967

Training Areas	Position			
	Agents (N = 208)		Secretaries (N = 128)	
	Weighted Score	Rank	Weighted Score	Rank
The job of the secretary	846	1	389	4
Filing	814	2	472	2
Organizing and planning work	808	3	437	3
Handling request for information in absence of agents	748	4	596	1
Receptionist duties	533	5	131	14
Financial records	467	6	277	9
Telephone techniques	450	7	119	16
Personnel policies	429	8	299	8
Monthly reports	392	9	355	6
Penalty mail	373	10	309	7
Proofreading	334	11	130	15
Letter writing	314	12	191	10
English usage	292	13	370	5
Art work	280	14	176	11
Supply procedures	249	15	158	12
Cutting stencils	219	16	57	22.5
Shorthand, dictation and transcription	213	17	116	17
Typing	203	18	41	25
Office equipment and arrangement	180	19	102	18
Expense accounts	135	20	149	13
Operating duplicating machines	128	21	42	24
Grooming	116	22	36	26
Dictating machine transcription	111	23	57	22.5
Mail handling	98	24	61	20.5
Use of dictionary and other reference material	58	25	61	20.5
Reading improvement	27	26	74	19

In each area, the number of each ranking was multiplied by the above scores and these were totaled to obtain a weighted score for each training area. These weighted scores and their rank are shown for each of the three tenure groups in Table XXV.

Secretaries with less than one year of tenure, on the basis of weighted scores, preferred the following ten areas of training: handling requests for information in absence of agents, filing, financial records, monthly reports, penalty mail, organizing and planning work, the job of the secretary, personnel policies, supply procedures, and expense accounts.

Secretaries with one to five years of tenure in the present office had different desires for training areas. Their top ten areas included English usage, art work, and receptionist duties, in addition to areas listed by secretaries with less than one year tenure. The one to five year secretaries did not include the areas of financial records, supply procedures, and expense accounts.

The secretaries with six or more years of experience desired very nearly the same areas of training as the one to five years secretaries. The more experienced secretaries did include letter writing, and deleted receptionist duties.

In general, the secretaries with the most tenure, preferred more training in areas other than financial records, supply procedures, shorthand, and typing. They may already have learned these areas by experience. The longer term secretaries ranked areas such as English usage, art work and office equipment and arrangement, higher. These are probably tasks

TABLE XXV

WEIGHTED SCORES OF VARIOUS TRAINING AREAS BY COUNTY EXTENSION
OFFICE SECRETARIES COMPARED WITH YEARS OF TENURE IN
PRESENT COUNTY EXTENSION OFFICE IN KANSAS, 1967

Training Areas	Number of Years Secretaries Were in Present Office					
	Less than 1 (N = 30)		1 - 5 (N = 56)		6 or more (N = 42)	
	Weighted Score	Rank	Weighted Score	Rank	Weighted Score	Rank
Handling requests for information in ab- sence of agents	171	1	265	1	160	2
Filing	147	2	181	4	144	4
Financial records	118	3	84	11	75	11
Monthly reports	113	4	119	7	135	5
Penalty mail	84	5	117	8	108	7
Organizing and planning work	76	6	209	2	152	3
The job of the secretary	57	7	198	3	134	6
Personnel policies	56	8	152	6	91	8
Supply procedures	53	9	49	16	56	12
Expense accounts	51	10	52	14	46	15
English usage	48	11	160	5	162	1
Proofreading	41	12	37	18	52	13.5
Letter writing	39	13	74	13	83	9
Shorthand, dictation and transcription	31	14	78	12	20	21
Typing	28	15	7	26	6	25
Receptionist duties	25	16.5	91	9.5	21	20
Telephone techniques	25	16.5	50	15	44	16
Cutting stencils	22	18	27	22	8	24
Art work	20	19	91	9.5	67	10
Office equipment and arrangement	15	20	36	19.5	52	13.5
Mail handling	14	21	25	23.5	22	19
Operating duplicating machines	9	22	19	25	14	23
Dictating machine transcription	7	23.5	25	23.5	26	18
Use of dictionary and other reference material	7	23.5	35	21	19	22
Reading improvement	1	25	39	17	38	17
Grooming	0	26	36	19.5	0	26

which they can do, but in which they would like to be more proficient.

Training areas which ranked high and were ranked about equally by all three tenure groups were: handling requests for information in absence of agents, filing, monthly reports, penalty mail, organizing and planning work, the job of the secretary, and personnel policies.

"Other" Suggestions for Secretarial Training

Both the secretaries and agents were asked to list other areas where secretarial training would be of aid. These areas were then placed in nine categories as shown in Tables XXVI and XXVII. For the secretaries, about 30 per cent of these suggestions included office management and about 23 per cent were Extension organization and programs. Several of the secretaries asked for training on 4-H information and public relations.

About 27 per cent of the County Extension Agents' group suggested training in the area of public relations. About 22 per cent suggested Extension organization and programs, and also office management. Several agents mentioned 4-H information and intra-office communications.

TABLE XXVI

SUGGESTIONS FOR SECRETARIAL TRAINING PROGRAM AREAS
 OTHER THAN THOSE LISTED IN TABLE XXI, BY COUNTY
 EXTENSION OFFICE SECRETARIES IN KANSAS, 1967

Training Areas	Secretaries' Responses (N = 26)	
	Number	Per cent
Office management	8	30.8
Extension organization and programs	6	23.1
4-H information	4	15.4
Public relations	3	11.5
Subject matter	2	7.7
Office courtesy	1	3.8
Other	2	7.7

TABLE XXVII

SUGGESTIONS FOR SECRETARIAL TRAINING PROGRAM AREAS OTHER
 THAN THOSE LISTED IN TABLE XXII, BY COUNTY
 EXTENSION AGENTS IN KANSAS, 1967

Training Areas	Agents' Responses (N = 41)	
	Number	Per cent
Public relations	11	26.8
Extension organization and programs	9	21.9
Office management	9	21.9
4-H information	4	9.8
Intra-office communication	4	9.8
Distribution and maintenance of publications	2	4.9
Other	2	4.9

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

I. SUMMARY AND CONCLUSIONS

This was a descriptive study of County Extension Office Secretaries and County Extension Agents in Kansas. Since the aim of the Cooperative Extension Service is to diffuse information, it is important that office visitors are greeted in a friendly, efficient manner.

The purpose of the study was to determine the characteristics of the secretaries, what kind of job they were doing in comparison to what they should be doing, and the training areas which the secretaries and the agents thought would be most helpful to the secretaries in carrying out their duties most efficiently.

The objectives of this study were:

1. To determine the secretarial situation as to years employed in present Extension Office, age, marital status, education, and desire for more training.
2. To determine the importance currently being given to various secretarial functions and tasks as rated by the secretaries.
3. To determine the importance currently being given to various secretarial functions and tasks as rated by the Extension Agents.

4. To determine the differences between secretaries and agents regarding the importance which should be given to various secretarial functions and tasks.
5. To determine the most important assets of office secretaries, so agents would have an increased knowledge of characteristics to consider when hiring new office secretaries.
6. To determine the most difficult problem areas connected with the office operation and the secretary's performance as expressed by the agents.
7. To determine the most difficult problems the secretaries encountered in connection with the operation of the office or the performance of their duties.
8. To determine the areas where training would be most helpful to the secretaries, as expressed by the secretaries.
9. To determine the areas where training would be most helpful to the secretaries, as expressed by the agents.

A questionnaire was sent by mail on March 28, 1967, to all of the County Extension Agents and County Extension Office Secretaries in Kansas. Of the 141 questionnaires mailed to the secretaries, 128 (91 per cent) were returned. From the 241 Extension Agent positions as of that date, questionnaires were received from 208 (86 per cent). This was an 88 per cent overall return.

Product-moment correlation and chi-square were used for analysis of the data. Significance for chi-square was established at the .05 level.

When there was significance at the .01 and .001 levels, it was reported.

Factors found to be statistically significant were: secretaries' desire for more training, decreased desire for training as years of secretarial tenure increased, secretaries' desire for training at district meetings, decrease of secretaries' desire for training from County Extension Agents as secretaries' years of tenure increased, the number of counties holding weekly office conferences, the number of secretaries attending weekly office conferences, and relation of secretaries' marital status to tenure.

The following characteristics were not found to be statistically significant: secretaries' years of tenure by secretaries' preference of location for training, and secretaries' desire for more training from their Extension Agents.

The following conclusions were made following the analysis of the data:

1. A majority of the secretaries were under forty years of age.
2. A majority of the secretaries had only a high school education.
3. Most of the secretaries were married.
4. A majority of the secretaries had been employed in the present County Extension office less than five years.
5. Many of the secretaries had previous secretarial experience before being employed in the present County Extension office.
6. A large majority of the secretaries requested more secretarial training.

7. As years of present job tenure increased for the secretaries, the desire for training decreased.
8. A majority of the secretaries preferred training at district meetings instead of at Kansas State University.
9. Years of secretary's tenure in present job had no statistically significant relationship to secretaries' preference of location for training. Those with the longer tenure did have the highest percentage of "no preference."
10. Although not statistically significant, a majority of the secretaries preferred no training from their Extension Agents.
11. Those secretaries with the longest tenure requested the least training from their Extension Agents.
12. Both the secretaries and the agents considered secretarial work skills, organizing and planning work, too much work, and secretary-agent dissatisfactions as the four areas of most difficult problems that the secretaries encountered.
13. Secretaries considered answering subject matter questions a much greater difficulty than did the agents.
14. The percentage of the secretaries who were unmarried increased as the secretary's years of employment in the present office increased.

15. County Extension Agents considered pleasant personality and disposition, accuracy and neatness of work, well groomed appearance, efficiency, and interest in the job as the assets they would consider when hiring a new secretary.
16. County Extension Office Secretaries did not consider being responsible for doing the agents' monthly statistical reports, and producing teaching visuals for agents a secretarial function.
17. Secretaries felt they should give more emphasis to keeping supplies neatly arranged, filing resource material correctly, keeping filing up to date, proofreading all typing carefully, being informed on the County Extension programs and policies, and being systematic in organization of work.
18. Extension Agents felt that secretaries should continue to give the same emphasis to all functions and tasks, except giving more emphasis to proofreading all typing carefully.
19. Areas where more than 40 per cent of either the secretaries or agents felt that more emphasis should be given were:
 - a. Take messages so agents can return calls.
 - b. Keep supplies neatly arranged.
 - c. Make visitors feel welcome.
 - d. File resource material correctly.
 - e. Keep filing up-to-date.
 - f. Proofread all typing carefully.

- g. Be informed on the County Extension programs and policies.
 - h. Be prepared to answer common questions.
 - i. Order Extension bulletins as needed.
 - j. Be systematic in organization of work.
 - k. Help to keep unnecessary gossip to a minimum in office.
 - l. Maintain detailed calendar of activities of each agent.
 - m. Keep mailing lists up-to-date.
 - n. Determine priority of work assignments.
 - o. Maintain office in neat, orderly manner.
 - p. Be informed on penalty mailing rules.
 - q. Handle request for information in absences of agents.
 - r. Correct agents grammar in correspondence.
20. Areas where more agents than secretaries thought that more emphasis should be given were:
- a. Answer telephone promptly and courteously.
 - b. Take messages so agents can return calls.
 - c. Be loyal to all agents.
 - d. Order Extension bulletins as needed.
 - e. Remind agents of commitments.
 - f. Produce teaching visuals for agents.
21. Areas where more secretaries than agents thought that more emphasis should be given were:

- a. Be informed on County Extension programs and policies.
 - b. Be prepared to answer common questions.
 - c. Handle requests for information in absence of agents.
22. Areas where County Extension Office Secretaries preferred training were:
- a. Handling requests for information in absence of agents.
 - b. Filing.
 - c. Organizing and planning work.
 - d. The job of the secretary.
 - e. English usage.
 - f. Monthly reports.
 - g. Penalty mail.
 - h. Personnel policies.
 - i. Financial records.
 - j. Letter writing.
23. Areas where County Extension Agents preferred training for their secretaries were:
- a. The job of the secretary.
 - b. Filing.
 - c. Organization and planning of work.
 - d. Handling requests for information in absence of agents.
 - e. Receptionist duties.
 - f. Financial records.
 - g. Telephone techniques.

- h. Personnel policies.
 - i. Monthly reports.
 - j. Penalty mail.
24. Secretaries with less than one year of experience preferred training in:
- a. Handling requests for information in absence of agents.
 - b. Filing.
 - c. Financial records.
 - d. Monthly reports.
 - e. Penalty mail.
 - f. Organizing and planning work.
 - g. The job of the secretary.
 - h. Personnel policies.
 - i. Supply procedures.
 - j. Expense accounts.
25. Secretaries with one to five years of experience included a desire for training in English usage, art work and receptionist duties in addition to areas listed in item 24. These secretaries did not include financial records, supply procedures and expense accounts.
26. Secretaries with six or more years of experience preferred the same training as the one to five year group except that they included letter writing and deleted receptionist duties.

II. RECOMMENDATIONS

The data for this study were obtained from County Extension Office Secretaries and County Extension Agents in Kansas in 1967. The Federal Extension Service has obtained similar data in other states. The results of this study should be of particular interest to Kansas, but may be of interest to other states. It is recommended that:

1. A similar study be conducted in other states to determine reliability.
2. A study be conducted to determine the relationship of type and amount of secretarial training received to future secretary tenure.
3. A training program for County Extension Office Secretaries in Kansas, with different sections for first year secretaries and those with over one year of experience, be established at the district level.

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APPENDICES

APPENDIX A

COVERLETTERS

Cooperative

EXTENSION SERVICE

of Kansas State University

66



"Taking the UNIVERSITY to the PEOPLE"

Division of Extension
County Extension Operations
Umberger Hall
MANHATTAN, KANSAS 66502
Phone: 913 JE 9-2211, Ext. 217

Dear Co-worker,

I need your assistance.

The Office of the Director of Extension has asked me to do my research for my M.S. degree in the field of training needs of the County Extension Office secretaries. This research will be used in developing the state wide training programs for county and state Extension office secretaries.

The enclosed questionnaire is an important part of my thesis research at Kansas State University. Your answers will also be of assistance to the Kansas Cooperative Extension Service program. I hope you in turn will benefit from the information collected as you will receive a copy of the final summarized results.

Your answers to the questionnaire will help in determining the training needs for the County Extension office secretaries in Kansas. So, please be frank in your answers concerning importance currently being given certain functions and also what emphasis you think should be given to these same functions.

Do not sign the questionnaire, but be sure to put the County name on it as we want every County represented in this study. Individual questionnaires will not be reported as such, but only total group summaries will be used.

In order for this study to have value, the opinions of every agent and every secretary are needed. Your cooperation is important and is earnestly requested. Won't you please fill out and mail this questionnaire at your earliest convenience?

Thank you in advance for your assistance.

Sincerely,

Thomas E. Appleby

Thomas E. Appleby
County Agricultural Agent

Cooperative

EXTENSION SERVICE

of Kansas State University

67



"Taking the UNIVERSITY to the PEOPLE"

Division of Extension
County Extension Operations
Umberger Hall
MANHATTAN, KANSAS 66502
Phone: 913 JE 9-2211, Ext. 217

Dear Secretary,

I need your assistance.

The Office of the Director of Extension has asked me to do my research for my M.S. degree in the field of training needs of the County Extension Office secretaries. This research will be used in developing the state wide training programs for county and state Extension office secretaries.

The enclosed questionnaire is an important part of my thesis research at Kansas State University. Your answers will also be of assistance to the Kansas Cooperative Extension Service program. I hope you in turn will benefit from the information collected as you will receive a copy of the final summarized results.

Your answers to the questionnaire will help in determining the training needs for the County Extension office secretaries in Kansas. So, please be frank in your answers concerning importance currently being given certain functions and also what emphasis you think should be given to these same functions.

Do not sign the questionnaire, but be sure to put the County name on it as we want every County represented in this study. Individual questionnaires will not be reported as such, but only total group summaries will be used.

In order for this study to have value, the opinions of every agent and every secretary are needed. Your cooperation is important and is earnestly requested. Won't you please fill out and mail this questionnaire at your earliest convenience?

Thank you in advance for your assistance.

Sincerely,

Thomas E. Appleby

Thomas E. Appleby
County Agricultural Agent

APPENDIX B

SECRETARIES' DATA-COLLECTION INSTRUMENT

SECRETARY. County _____

3. YEARS IN PRESENT OFFICE
- (3.1) Less than 1 _____
 (3.2) 1-5 _____
 (3.3) 6-10 _____
 (3.4) 11-15 _____
 (3.5) 16 or more _____
4. YEARS OF SECRETARIAL EXPERIENCE
- (4.1) Less than 1 _____
 (4.2) 1-5 _____
 (4.3) 6-10 _____
 (4.4) 11-15 _____
 (4.5) 16 or more _____
5. AGE: Under 20 _____; 20-29 _____; 30-39 _____; 40-49 _____; 50 Up _____
 (5.1) (5.2) (5.3) (5.4) (5.5)
6. EDUCATION: Years of each:
 (6.1) High School _____; (6.5) College _____; (6.8) Business College _____
7. ARE YOU MARRIED: (7.1) Yes _____; (7.2) No _____
8. Would you like to have more training for your job by the personnel from the State Extension Service: (8.1) Yes _____ (8.2) No _____
 If yes, where would you prefer to receive this training? (8.3) District Meeting _____
 (8.4) Meeting at K.S.U. _____
9. Would you like to have more training for your job from your county Extension agents:
 (9.1) Yes _____ (9.2) No _____
10. Is a weekly office conference held in your county? (10.1) Yes _____ (10.2) No _____
11. Do you attend a weekly office conference? (11.1) Yes _____ (11.2) No _____
12. List in order of importance the three most difficult problems you encounter in connection with the operation of your office or the performance of your duties.
 A. _____
 B. _____
 C. _____
- 13, 14, & 15. Circle the ten areas where training would be most helpful to you and rank the topics 1-10, starting with a "1" for the area where training would be the most aid to you in carrying out your duties most efficiently:
- | | | |
|--|--|--|
| 13.1 Cutting Stencils _____ | 14.3 The Job of the Secretary _____ | 15.3 Organizing & Planning Work _____ |
| 13.2 Dictating Machine transcription _____ | 14.4 Letter Writing _____ | 15.4 Reading Improvement _____ |
| 13.3 English Usage _____ | 14.5 Operating Duplicating Machines _____ | 15.5 Receptionist Duties _____ |
| 13.4 Expense Accounts _____ | 14.6 Personnel Policies _____ | 15.6 Shorthand Dictation & Transcription _____ |
| 13.5 Filing _____ | 14.7 Proofreading _____ | 15.7 Supply Procedures _____ |
| 13.5 Grooming _____ | 14.8 Financial Records _____ | 15.8 Telephone Techniques _____ |
| 13.7 Handling Request for information in absence of agents _____ | 14.9 Typing _____ | |
| 13.8 Art Work _____ | 15.1 Office Equipment and arrangement _____ | |
| 13.9 Mail Handling _____ | 15.2 Use of Dictionary & other Reference Materials _____ | |
| 14.1 Monthly Reports _____ | | |
| 14.2 Penalty Mail _____ | | |
16. List any other subjects in which you feel training would be helpful.

APPENDIX C

AGENTS' DATA-COLLECTION INSTRUMENT

AGENT. County _____

3. Years you have worked with present head secretary:
- (3.1) Less than 1 _____
 (3.2) 1-5 _____
 (3.3) 6-10 _____
 (3.4) 11-15 _____
 (3.5) 16 or more _____
4. Years employed by Extension:
- (4.1) Less than 1 _____
 (4.2) 1-5 _____
 (4.3) 6-10 _____
 (4.4) 11-15 _____
 (4.5) 16 or more _____

5. POSITION:
- (5.1) County Extension Director _____
 (5.2) County Agricultural Agent _____
 (5.3) County Home Economics Agent _____
 (5.4) County Club Agent _____
 (5.5) Other (Give Title) _____

12. List in order of importance the three most difficult problems you encounter in your office, particularly in connection with the secretary's performance of her duties:

A.
 B.
 C.

- 13, 14, & 15. Circle the ten areas where training would be most helpful to an Extension office secretary and rank the topics 1-10, starting with a "1" for the area where training would be the most aid to her in carrying out her duties most efficiently:

- | | | |
|--|--|--|
| 13.1 Cutting Stencils _____ | 14.3 The Job of the Secretary _____ | 15.3 Organizing & Planning Work _____ |
| 13.2 Dictating Machine transcription _____ | 14.4 Letter Writing _____ | 15.4 Reading Improvement _____ |
| 13.3 English Usage _____ | 14.5 Operating Duplicating Machines _____ | 15.5 Receptionist Duties _____ |
| 13.4 Expense Accounts _____ | 14.6 Personnel Policies _____ | 15.6 Shorthand Dictation & Transcription _____ |
| 13.5 Filing _____ | 14.7 Proofreading _____ | 15.7 Supply Procedures _____ |
| 13.6 Grooming _____ | 14.8 Financial Records _____ | 15.8 Telephone Techniques _____ |
| 13.7 Handling Request for information in absence of agents _____ | 14.9 Typing _____ | |
| 13.8 Art Work _____ | 15.1 Office Equipment and arrangement _____ | |
| 13.9 Mail Handling _____ | 15.2 Use of Dictionary & other Reference Materials _____ | |
| 14.1 Monthly Reports _____ | | |
| 14.2 Penalty Mail _____ | | |

16. List any other subjects in which you feel training would be helpful.

17. & 18. List in order of importance the three major secretarial traits you would consider when hiring a new secretary.

17. As Assets18. As Liabilities

- (1) _____
 (2) _____
 (3) _____

- (1) _____
 (2) _____
 (3) _____

APPENDIX D

SECRETARIES' AND AGENTS' DATA-COLLECTION INSTRUMENT

Very Important - a function or task which receives a great deal of attention, is completed accurately with a top priority of time.

Important - a function or task which is seldom neglected, but may be postponed for very important work. Completeness is more important than accuracy.

Little Importance - a function or task which is done, but may be postponed for several days.

No Importance - a function or task which might be done, but only if all other functions are completed.

Not a Function - a function or task which someone besides the secretary is expected to complete.

FUNCTIONS OR TASK OF EXTENSION
OFFICE SECRETARIES

	Importance currently being given					Emphasis that should be given		
	V. Important	Important	L. Important	No Importance	Not a Function	More	same	Less
	5	4	3	2	1	3	2	1
Answer telephone promptly and courteously.								
	19					20		
Take messages so agents can return calls.								
	21					22		
Keep supplies neatly arranged.								
	23					24		
Make visitors feel welcome.								
	25					26		
Supply visitors with service they request.								
	27					28		
File resource material correctly.								
	29					30		
Keep filing up-to-date.								
	31					32		
Proofread all typing carefully.								
	33					34		
Make personal telephone calls during office hours.								
	35					36		

FUNCTIONS OR TASK OF EXTENSION
OFFICE SECRETARIES

	Importance currently being given					Emphasis that should be given		
	V. Important	Important	Not Important	No Importance	Not a Function	More	Same	Less
	5	4	3	2	1	3	2	1
Return folders to files promptly.						38		
Take an interest in and show enthusiasm in agents' work.						40		
Be cooperative with all agents.						42		
Be loyal to all agents.						44		
Be informed on the county Extension programs and policies.						46		
Be prepared to answer common questions.						48		
Order Extension bulletins as needed.						50		
Take care of office equipment by routine cleaning and maintenance.						52		
Be systematic in organization of work						54		
Keep regular office hours.						56		
Do art work for newsletters.						58		
Help to keep unnecessary gossip to a minimum in office.						60		
Be responsible for doing the agents monthly statistical reports.						62		
Do monthly financial records on time without being reminded.						64		
Remind executive board treasure when money is needed from county treasure.						66		
Maintain detailed calendar of activities of each agent.						68		

FUNCTIONS OR TASK OF EXTENSION
OFFICE SECRETARIES

	Importance currently being given					Emphasis that should be given		
	V. Important	Important	L. Important	No Importance	Not a Function	More	Same	Less
	5	4	3	2	1	3	2	1
Maintain and use a revolving file.	69					70		
Remind agents of commitments.	71					72		
Work extra hours if necessary to get important work completed.	73					74		
Produce teaching visuals for agents.	75					76		
Keep mailing lists up to date.	77					78		
Determine priority of work assignments.	79					80		
Maintain records of leaders.	81					82		
Maintain records of awards.	83					84		
Maintain office in neat, orderly manner.	85					86		
Open incoming mail and distribute promptly.	87					88		
Be informed on penalty mailing rules.	89					90		
Handle request for information in absences of agents.	91					92		
Correct agents grammar in correspondence.	93					94		

APPENDIX E

**TABLE SHOWING EMPHASIS SECRETARIES WERE GIVING AND
SHOULD BE GIVEN VARIOUS FUNCTIONS AND TASKS**

TABLE XVIII

EMPHASIS THAT SECRETARIES WERE CURRENTLY GIVING AND SHOULD BE GIVING VARIOUS FUNCTIONS AND TASKS, BY COUNTY EXTENSION OFFICE SECRETARIES AND AGENTS IN KANSAS, 1967

Categories under emphasis currently being given:

- 5 - Very Important
- 4 - Important
- 3 - Little Importance
- 2 - No Importance
- 1 - Not a Function

Agents - (N = 208)

Secretaries - (N = 128)

Functions and Tasks	Position	Number Responding to Each Emphasis					Should Be Given					
		Currently Being Given					No Reply					
		5	4	3	2	1	1	2	3	4	5	
Answer telephone promptly and courteously	Agents	178	28	2	0	0	0	0	60	141	1	6
	Sec.	119	8	0	0	1	2	27	95	0	6	6
Take messages so agents can return calls	Agents	168	37	3	0	0	0	76	125	0	7	7
	Sec.	117	8	0	0	1	2	27	95	0	6	6
Keep supplies neatly arranged	Agents	30	110	49	11	1	7	83	111	1	13	13
	Sec.	16	60	39	9	1	3	60	60	1	7	7
Make visitors feel welcome	Agents	156	42	7	3	0	0	77	120	2	9	9
	Sec.	109	16	0	0	1	2	39	81	0	8	8
Supply visitors with service requested	Agents	151	51	3	2	1	0	61	136	1	10	10
	Sec.	110	15	0	0	1	2	42	78	1	7	7

TABLE XXVIII (continued)

Functions and Tasks	Position	Number Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	Reply
File resource material correctly	Agents	52	96	43	7	9	1	99	104	1	4
	Sec.	44	52	23	5	1	3	65	55	0	8
Keep filing up-to-date	Agents	43	92	56	11	2	4	92	108	3	5
	Sec.	33	50	35	6	1	3	67	51	0	10
Proofread all typing carefully	Agents	135	54	14	2	1	2	101	97	1	9
	Sec.	83	35	1	1	1	7	61	55	0	12
Make personal telephone calls during office hours	Agents	10	13	23	78	77	7	12	120	60	16
	Sec.	1	0	4	64	54	5	5	66	38	19
Return folders promptly to files	Agents	64	111	29	3	1	0	47	153	1	7
	Sec.	52	65	7	0	1	3	38	81	0	9
Take an interest in and show enthusiasm in agents' work	Agents	89	96	14	3	3	3	59	139	1	9
	Sec.	78	42	2	1	0	5	40	80	0	8
Be cooperative with all agents	Agents	154	45	5	1	2	1	56	146	0	6
	Sec.	105	19	0	0	0	4	31	90	0	7
Be loyal to all agents	Agents	164	34	6	2	1	1	64	134	0	10
	Sec.	108	14	1	1	0	4	26	93	0	9
Be informed on the County Extension programs and policies	Agents	89	93	20	4	0	2	95	106	0	7
	Sec.	70	44	10	1	0	3	75	45	0	8

TABLE XXVIII (continued)

Functions and Tasks	Position	Number Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	No Reply
Be prepared to answer common questions	Agents Sec.	81	91	24	6	4	2	52	143	4	9
		79	43	3	0	0	3	56	61	1	10
Order Extension bulletins as needed	Agents Sec.	54	88	50	5	11	0	70	124	5	9
		27	65	27	0	5	4	24	85	5	14
Take care of office equipment by routine cleaning and maintenance	Agents Sec.	34	80	65	14	13	2	45	146	6	11
		14	46	31	12	20	5	26	87	4	11
Be systematic in organization of work	Agents Sec.	96	91	17	2	0	2	95	105	0	8
		62	52	8	1	0	5	72	47	0	9
Keep regular office hours	Agents Sec.	141	62	3	1	0	1	33	166	0	9
		105	19	1	0	0	3	19	99	1	9
Do art work for newsletters	Agents Sec.	45	103	44	10	4	2	54	141	6	7
		32	68	17	2	5	4	28	84	4	12
Help to keep unnecessary gossip to a minimum in office	Agents Sec.	111	61	21	10	4	1	74	123	5	6
		69	35	5	9	6	4	36	73	10	9
Be responsible for doing the agents' monthly statistical report	Agents Sec.	34	57	41	11	65	0	40	135	23	10
		35	30	7	6	46	4	19	75	14	20

TABLE XXVIII (continued)

Functions and Tasks	Position	Number Responding to Each Emphasis									
		Currently Being Given					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	No Reply
Do monthly financial records on time without being reminded	Agents	156	39	9	1	1	2	29	169	1	9
	Sec.	97	12	1	1	11	6	14	93	3	18
Remind executive board treasurer when money is needed from County Treasurer	Agents	59	51	23	5	65	5	17	154	18	19
	Sec.	63	16	3	1	36	9	11	89	7	21
Maintain and use a revolving file	Agents	48	83	42	13	16	6	77	109	10	12
	Sec.	37	41	20	6	14	10	39	66	4	19
Maintain detailed calendar of activities of each agent	Agents	90	81	15	5	15	2	60	137	2	9
	Sec.	73	36	2	0	14	3	52	61	2	13
Remind agents of commitments	Agents	71	87	30	2	16	2	67	131	3	7
	Sec.	58	48	7	3	5	7	29	85	0	14
Work extra hours if necessary to get important work completed	Agents	45	76	48	14	22	3	23	155	18	12
	Sec.	51	44	11	5	12	5	10	99	6	13
Produce teaching visuals for agents	Agents	10	49	73	24	48	4	57	122	15	14
	Sec.	11	32	25	5	47	8	15	82	10	21
Keep mailing lists up-to-date	Agents	88	80	31	6	1	2	80	119	0	9
	Sec.	50	49	19	3	1	6	41	70	2	15
Determine priority of work assignments	Agents	71	77	29	4	25	2	70	123	3	12
	Sec.	58	54	1	0	6	9	34	72	1	21

TABLE XXVIII (continued)

Functions and Tasks	Position	Number Responding to Each Emphasis					Should Be Given				
		5	4	3	2	1	No Reply	More	Same	Less	
Maintain records of leaders	Agents	43	97	49	7	11	1	40	151	8	9
	Sec.	32	47	23	2	19	5	25	80	3	20
Maintain records of awards	Agents	33	94	58	10	12	1	45	146	8	9
	Sec.	31	44	26	5	17	5	27	77	4	20
Maintain office in neat, orderly manner	Agents	81	88	30	8	0	1	84	116	0	8
	Sec.	35	66	19	3	1	4	43	69	1	15
Open incoming mail and distribute promptly	Agents	125	71	7	1	3	1	37	162	0	9
	Sec.	90	27	1	0	6	4	15	99	0	14
Be informed on penalty mailing rules	Agents	131	58	16	1	1	1	92	108	0	8
	Sec.	87	32	4	0	1	4	56	59	0	13
Handle requests for information in absences of agents	Agents	91	77	25	2	11	2	55	137	7	9
	Sec.	83	38	0	1	2	4	50	67	0	11
Correct agents grammar in correspondence	Agents	104	71	14	2	9	2	79	115	4	10
	Sec.	80	34	2	0	6	6	39	72	1	16

**AN ANALYSIS OF TRAINING NEEDS OF OFFICE SECRETARIES IN COUNTY
AGRICULTURAL EXTENSION COUNCIL OFFICES IN KANSAS**

by

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B. S., Kansas State University, 1959

AN ABSTRACT OF A MASTER'S THESIS

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

**KANSAS STATE UNIVERSITY
Manhattan, Kansas**

1968

The purpose of this study was to determine the characteristics of the secretaries, what kind of job they were doing in comparison to what they should be doing, and the training areas which the secretaries and agents thought would be most helpful to secretaries in carrying out their duties most efficiently in Kansas County Extension offices.

A questionnaire was sent by mail in March, 1967, to all County Extension Agents and Office Secretaries in Kansas. A return of 336 out of the 382 (88 per cent) was used for the study. The agents returned 86 per cent of the questionnaires and 91 per cent of the secretaries replied.

Chi-square and product-moment correlation were used for analysis of the data. Significance for chi-square was established at the .05 level. When there was significance at the .01 and the .001 levels, they were reported.

Results showed 72 per cent of the secretaries were married, 56 per cent had only a high school education, 40 per cent were under forty years of age, and 23 per cent had been employed less than one year and 66 per cent of them had been employed less than six years in the present County Extension office. A large majority (86 per cent) of the secretaries requested more secretarial training, and 69 per cent preferred this training at district meetings.

As secretaries tenure in the present County Extension office increased, they had less desire for training, and less desire for training from their Extension Agents. Both, the secretaries and agents

considered secretarial work skills, organizing and planning work, too much work, and agent-secretary dissatisfactions as the four areas of most difficult problems that the secretaries encountered. Answering subject matter questions was considered a much greater difficulty by the secretaries than did the agents.

Following were the areas where secretaries or agents thought more emphasis should be given, and the areas that secretarial training would be helpful to office secretaries: handling requests for information in absence of agents, filing, organizing and planning work, the job of the secretary, English usage, monthly reports, penalty mail, personnel policies, financial records, letter writing, receptionist duties, telephone techniques, taking messages so agents could return calls, supply procedures, proofreading all typing, County Extension programs and policies, answering common questions, keeping gossip to a minimum, maintaining calendar of agents activities, maintaining mailing lists, maintaining office in neat orderly manner, correcting agents grammar, being loyal to all agents, and producing teaching visuals for agents.

Secretaries with more than one year of tenure in present Extension office preferred most of the same areas of training, but did include art work. They deleted financial records, supply procedures, expense accounts, and receptionist duties from the list of areas they would desire training.