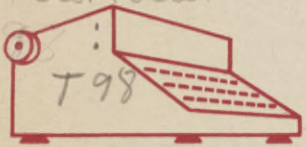


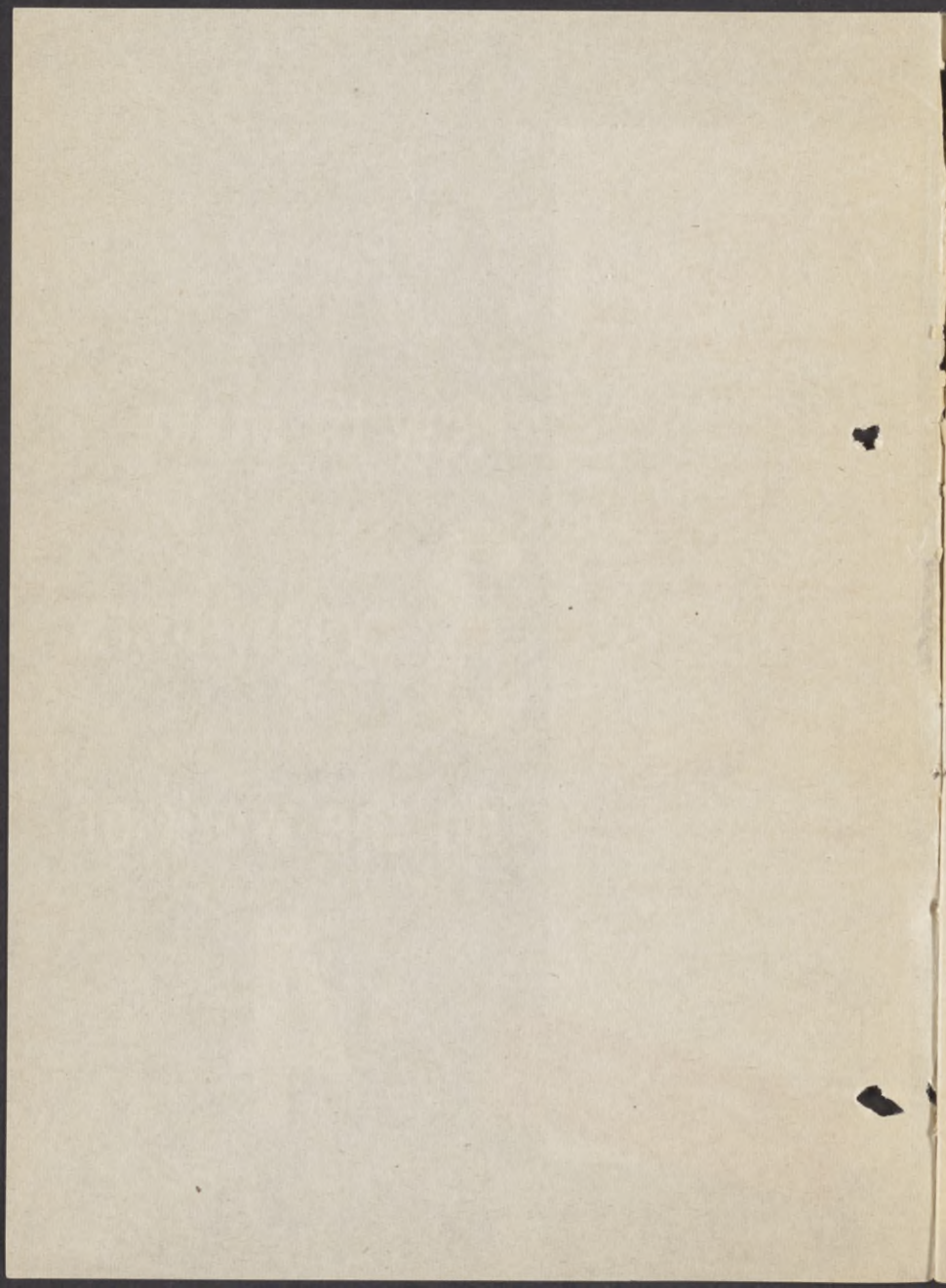
No. 7

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**SELL EVERY FOURTH TYPEWRITER  
TO THE U. S. GOVERNMENT**

(2)  
**How to make  
3 typewriters  
do the work of  
4**



This little book is a digest of good ideas for getting the same work done with fewer typewriters. It will enable you to help win this war by releasing a share of your typewriters to the Army and Navy.





On June 6, I ordered commanding officers of all Naval vessels to give up half of their typewriters.

There is now one typewriter for every 127 men on our battleships. This compares, I am told, with an average of one typewriter for every five people employed in civilian use. Yet, a modern battleship is virtually a floating industrial city in itself.

I appeal to you to parallel the action of the Navy and release your full share of machines at once, to implement the expanding war efforts in all fields.


**E. J. KING,**  
COMMANDER-IN-CHIEF, UNITED STATES FLEET.




Administration is an important function of modern war. The Army needs typewriters to keep the machinery of communications, procurement, and transportation running at top speed. America's typewriter factories today are turning out machine guns, shells, parts for planes, and tanks. There are no new typewriters to be had. The War Department, through the War Production Board, asks American industry to help solve the shortage. The Army will buy all good used typewriters American business can spare. Enlist yours today. Tomorrow it will be doing its part in the drive for victory.

**BREHON B. SOMERVELL,**

COMMANDING GENERAL, SERVICE OF SUPPLY, UNITED STATES ARMY.

 More typewriters  
by our armed forces all  
conduct our tremendous  
with speed, efficiency,  
Typewriter manufactur  
vitaly important pre

 The government  
lease for Army and Navy  
fourth machine you own.  
victory--send one out  
typewriters to war.

are needed for use  
over the world to  
military efforts  
accuracy!

ers are busy making  
cision war materials.  
requests you to re-  
use at least every

Help us to  
of four of your  
DO IT NOW.

HERE'S HOW PATRIOTIC  
PEOPLE IN BUSINESS  
ARE MAKING THREE  
TYPEWRITERS DO THE WORK  
OF FOUR



# PLAN No. 1

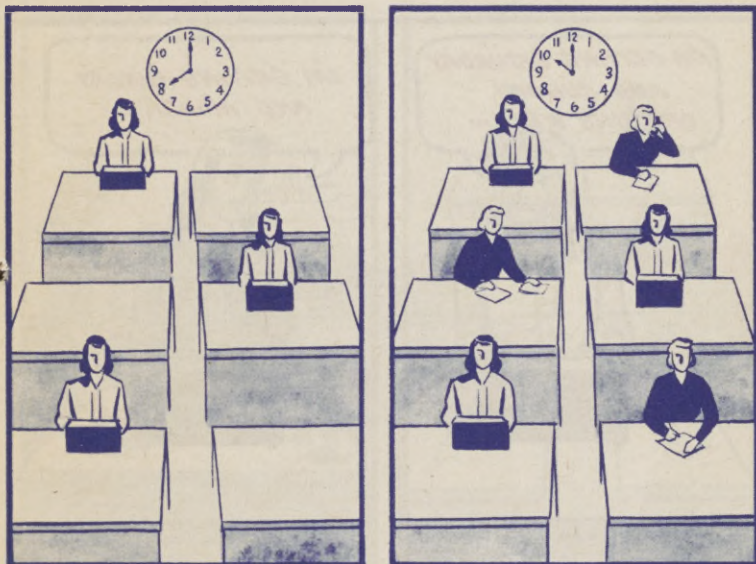


## Double Up!

Assign one typewriter to two secretaries. Executives and their secretaries can double up on the use of a single machine by arranging special hours for dictation and transcribing. Thus, two secretaries can keep one typewriter busy most of the day instead of two typewriters being operated only a few hours each day.



# PLAN No. 2



## Stagger Office Hours!

By staggering office hours for personnel, fewer machines can be made to do all the work. Where typewriters are now being used between 9 and 5 o'clock their use could be extended from 8 o'clock to 6 without adding extra hours to the individual's day. This would provide close to 25 percent extra use of the machines. By staggering lunch hours alone nearly 15 percent extra service can be obtained from your typewriters.

# PLAN No. 3



## Rotate "Off" Days!

Have the girls take their time off on different days of the week. Thus with a 6-day work week for the office but a 5-day week for the personnel some executives and some secretaries will be *off* every day, making it possible to get essential typing done with a smaller number of machines.

# PLAN No. 4



## Pool Stenographic Service!

For years, many companies have pooled their stenographic service. This requires not only fewer typewriters but also fewer operators. By pooling your stenographic service you could, at the same time, cut operator costs and release a number of machines to the Government.

# PLAN No. 5



## Use Portables!

In a great many homes there are portable typewriters that are used at infrequent intervals. Such machines could be brought to the office for personal use by executives. Standard machines now being used by executives could thus be released for regular stenographic work.

# Typewriter Work Analysis

A compilation of practical operating methods for meeting the shortage of typewriting equipment created by the war

Assembled by the Research Committee  
**NATIONAL OFFICE MANAGEMENT ASSOCIATION**

as a contribution to the United States Government's  
**VICTORY MOBILIZATION OF TYPEWRITERS**

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## **I. Reduction of Work Performed on the Typewriter**

One of the most direct methods of reducing the need for typewriters is to eliminate or reduce the work for which typewriters are used. This calls for careful typewriter work analysis and appraisal.

## **A. *Work Elimination:***

1. Discontinuance of all unnecessary and out-dated reports and records and the preparation of other reports at less frequent intervals. Simplification of such reports from a typing standpoint is another possibility. Some records or reports fully justified under normal conditions might be dispensed with as an emergency measure. As an example of this approach, the preparation of monthly statements of account has been discontinued in many companies without difficulty.
2. Redesign of forms and systems to permit the writing of multiple records at one typing. Order procedures, pay roll procedures, inventory control records, etc., are susceptible to such treatment.
3. Reduction in correspondence requirements through—
  - (a) More complete and more prompt letters to reduce need for follow-up or clarification.
  - (b) Provision of extra carbon for longhand notation of reply and return.
  - (c) Provision of check-off form or postcard for indicating one of several standard replies.
4. Use of form or processed letters and postal cards (single and double). A printed or stamped notation to explain their use as a war measure might serve to offset any unfavorable reactions.

5. Use of window or preaddressed envelopes for regular mailings.
6. Use of hand-written postal cards for acknowledgments.

### ***B. Work Reduction:***

7. Shorter letters, memorandums, reports, etc.
8. Elimination of formal salutation, complimentary closings, punctuation, etc. This would have special application to interoffice correspondence.
9. Reduction of number of "rewrites" by—
  - (a) permitting longhand corrections.
  - (b) crossing out errors.
  - (c) exercising more care in initial dictation or composition.
10. Use of fill-in or skeleton-printed forms and letters. These can be used effectively for many regular and repetitive reports.
11. Elimination of company typewriters for personal and nonbusiness purposes.

## **II. Centralization of Equipment or Services**

Centralization offers major possibilities for increased utilization of typing facilities. Normally this provides greater flexibility in the use of the available machines.

It also facilitates supervision, the measurement of production and the establishment of performance standards. There are a number of variations of this general idea, including the following:

1. Establishing a central stenographic, transcribing, or typing unit. This may be set up on a company-wide basis or for major departments or sections. Subcenters might also be justified in smaller units to handle minor jobs that would not normally be sent to the central department. A centralized department makes full use of "secretarial" typewriters.
2. Maintaining a central pool of machines to be loaned to departments or individuals for peak periods or irregular requirements rather than making full-time assignments.
3. Pulling in and centralizing the use of "convenience" machines located in branch offices or plants, warehouses, etc.
4. Recalling machines at employees' homes.
5. Encouraging employees to lend personally owned machines to the company for the duration.
6. Arranging to purchase or rent personally owned portables or old-model machines in usable condition.



7. Pooling or lending equipment or services between companies or organizations.
8. Using commercial services for special requirements.

### III. Reduction of Idle Time

Most offices will discover unused capacity by a special survey to determine the nature and amount of idle type-writer time. A time record of the work handled on each machine for a representative period will prove helpful in this connection. The analysis of such a record will often reveal some surprising facts. The methods suggested for reducing the idle time of machines include:

1. Scheduling work to the machines. Data developed from the time analysis referred to above will provide the basis for such a schedule. In this way regular work gaps on individual machines can be filled in.
2. Scheduling machines to the work, either within departments or between departments. Machines on movable stands can be readily shifted as successive work peaks develop.
3. Inaugurating multiple shifts. Even where a full second shift is not practicable it may be possible to employ part time workers after regular working hours or on Saturdays and Sundays. Students are sometimes employed on this basis.

4. Staggering hours of work, both starting times and lunch periods to make individually assigned machines available for short-period users. Also by staggering dictating time one machine may be used by two secretaries.
5. Stressing typing speed even at the expense of quality of work during the shortage period.
6. Improving supervision and control of typing operations. This may call for the establishing of individual standards of performance and taking steps to see that the standards are met.
7. Dictating directly to a typist rather than a stenographer. Direct dictation via telephone is a variation of this.
8. Training dictators to conserve dictating time devoted to organizing material, looking up data, referring to files, making telephone calls, etc.
9. Using a combination hectograph and record ribbon to avoid the need of providing a separate machine for hectograph work.
10. Designing forms to facilitate typing—eliminate horizontal lines, vertical columns spaced for tabulating stops, etc.
11. Reducing typing time for correspondence through narrower margins, use of block paragraph arrangement, etc.

12. Using prestuffed and continuous forms and stationery, snap-out, easy-out, spot and one-time carbons, etc., to eliminate time of collating, aligning, inserting, and separating. Also keeping the number of carbon copies to a minimum.
13. Keeping present typewriter equipment in good working order through careful handling and proper maintenance. This calls for systematic servicing and proper care. Some companies provide operators with standard instructions or charts for the daily and weekly cleaning of machines. One company arranged for a member of its staff to be instructed by the manufacturers in the regular cleaning and oiling of its machines and has him personally examine machines before having them removed for outside renovating. Keeping machines covered when not in use and providing an insulating pad to reduce vibration are other good maintenance practices.

#### **IV. Substitution of Other Methods**

There are a number of alternative methods for handling material normally prepared on the typewriter where typewriting equipment is unavailable. Among these are the following:

1. Use of other types of reproducing equipment such as gelatin roll duplicators, stencil and addressing machines, composing and printing machines, photographic equipment, etc.

2. Preparation of informal memorandums in long-hand. One company suggests the use of ruled, handwritten memorandums in triplicate, the first two copies going to the addressee, the third being used for follow-up or filing. The addressee can then note the reply on the lower portion of the form and return one copy.
3. Use of the telephone.
4. Maximum use of dictating machines.
5. Increased use of automatic typewriters.
6. Use of portables for rough drafts, etc., where no carbon copy is required and where appearance is unimportant.
7. Use of "pre 1935" and special model typewriters.
8. Utilization of the idle time of machines operating only part time in schools, restaurants, etc. Small routine jobs might be farmed out to home workers to utilize personally owned typewriters.
9. Preparation of reports in longhand with hectograph pencil or ink.
10. Routing original working papers. Many schedules and reports now prepared first in longhand and later typed for distribution to executives can be filed in a binder and routed in their original form.

# PLAN No. 6



## Use Other Equipment!

Many hours of typing can be cut by the use of other equipment. Instead of typing multiple letters, other equipment can be used to reproduce extra copies. In like manner, instead of using the typewriter to address regular mailings to small groups, these names can be put on an addressing or duplicating machine, eliminating this periodic typing.

# PLAN No. 7



## Keep All Typewriters in Working Trim!

Our armed services in the field and at sea must have the finest typewriters available. Their facilities for service are not as readily obtainable as yours. You can use older machines and keep them in working trim by frequent inspections by your typewriter service man. Such inspection and service not only prolong the life of your typewriter but prevent many a work-delaying break-down that might otherwise occur. Thus, you will seldom feel the need of surplus machines to meet emergencies.

# PLAN No. 8



## Ration Typing Instruction!

There are nearly half a million machines now being used to teach typing. By following the recommendation of the U. S. Office of Education to teach typewriting only to those pupils intending to use the instruction *vocationally*, schools can, in many instances, reduce the size of each class by 25 percent. Thus, every fourth machine can be released for Government use without interfering with essential vocational training.

# PLAN No. 9

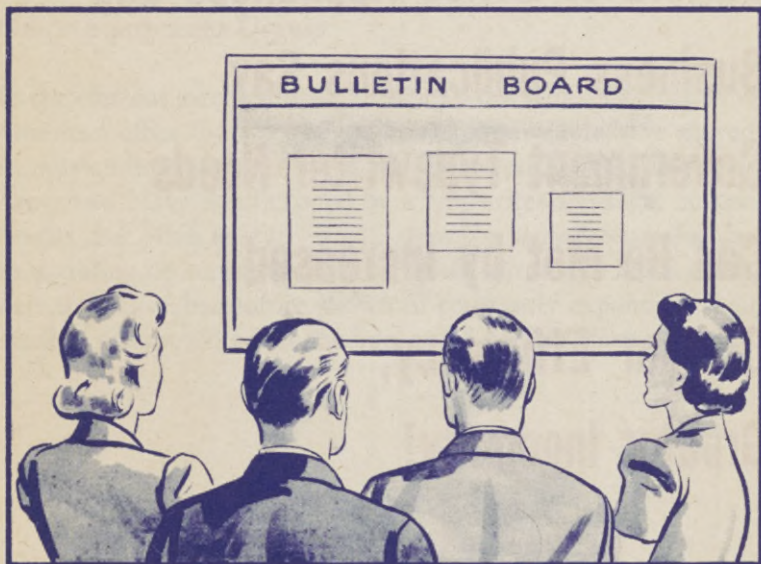


## Town, City, and State Governments

In peak periods of heavy auto registration, tax collections, and other similar activities, typewriters can be borrowed from less active departments. Such interdepartmental cooperation will make possible the release of many otherwise little-used typewriters.



# PLAN No. 10



## Eliminate and Reduce Reports!

Many periodic reports that are a matter of custom and not absolutely essential to the conduct of the business could be eliminated entirely. Other reports might be condensed greatly and still cover necessary requirements. The use of an office "Bulletin Board" would also do away with the necessity for making extra copies of a report.

# **Editors of Office Appliances and Business Publications Say Government Typewriter Needs Can Be Met by Increased Civilian Efficiency, Greater Ingenuity!**

**WILLIAM SCHULHOF,**

**Editor, The Office:**

This is an "all-out war," and every single office worker must soon realize that "business as usual" is out for the duration. Right now, the Government needs and asks for about 25 percent of all the late-model typewriters in commercial use. This may mean, in some offices, the staggering of hours, the doubling up in the use of typewriters, the pooling of stenographic services. These changes in routine can be accomplished. It is a challenge to each office manager's ingenuity and to the office worker's patriotic spirit of cooperation.

**THOMAS V. MURPHY,**  
**Editor, Geyer's Topics and**  
**Office Equipment Digest:**

In the efficient mechanization of office work which has made the American office the envy of the world, typewriters have played an outstanding part. Now, in a national crisis which finds our Army and Navy handicapped by a typewriter shortage, no one doubts that office executives will show the same resourcefulness in doubling up on typewriter use, to fill Army and Navy needs, that they have heretofore shown in constantly expanding their number of typewriters in the interest of greater office efficiency.

**JOHN A. GILBERT,**  
**Publisher, Office Appliances**

It is my belief, based on close association with the many problems of office routine and office management, that practically every business office can comply with the Government's request to sell to the Government 25 percent of its typewriters. This may require readjustment of the day's work to provide for more efficient use of the machines remaining. It will require rebuilding or overhauling of some older ones not now in service. Office costs should not increase. It is probable that in some cases they will be reduced.

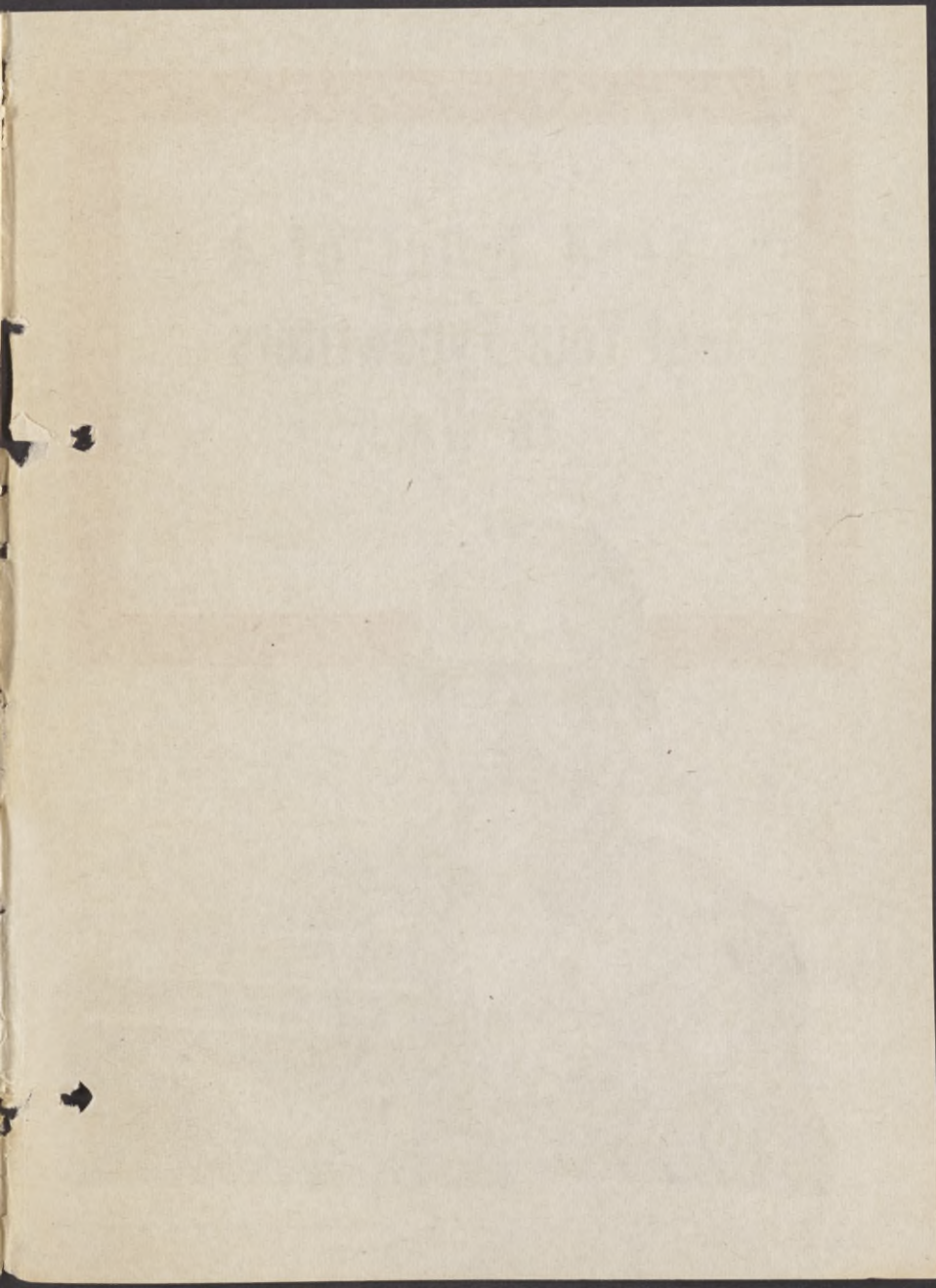
**Flag 'em  
and see!**



You'd be surprised to learn how frequently your existing typewriters are idle for fairly long intervals. If you will purchase enough 10-cent flags for each machine and instruct the operator to stand the flag in the carriage whenever she has occasion to take dictation, file papers, or handle other office details, you'll be amazed at the number of flags you'll find flying on idle machines at any given moment.

**W. P. B.—TREASURY  
TYPEWRITER PROCUREMENT PROGRAM**

W. B. THASNEY  
TYPEWRITER PROCUREMENT PROGRAM



**Send 1 Out of 4  
of Your Typewriters  
to War!**

