

A SURVEY OF SELECTED OFFICE AND STORE OCCUPATIONS

IN MONETT, MISSOURI

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By

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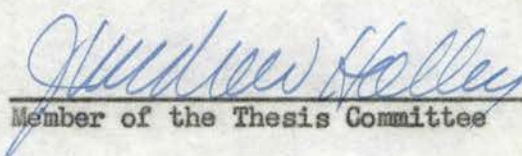
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L. W.

CHAPTER I

INTRODUCTION

Purpose of the Study. This is a study to determine what business occupational opportunities there are in Monett, Missouri, for the graduates of the high school business education department, and to determine the duties performed and machines operated by the employees in the store and office occupations.

The following constitute the chief purposes of the study:

1. To determine to what extent employers will employ store and office workers as young as the average high school graduate.
2. To determine the total number of full- and part-time male and female employees in store and office occupations.
3. To determine the number of new workers employed during the past twelve months and in this manner get some evidence for use in estimating the number of workers that the businesses of the community can absorb annually.
4. To determine the sex preference on the part of employers for employees in the different classifications of workers.
5. To determine to what extent local employers demand experience on the part of new employees.
6. To determine what educational level is demanded of the various types of workers by local business men.
7. To determine the number of employees performing certain duties in the office and store occupations.

Need for the Study. The Monett High School began offering training in business education in the year 1904. Bookkeeping was the first business

subject to be introduced into the curriculum. In 1910 shorthand and typewriting were added. During the period from 1912 to 1919, other business subjects found to be in the curriculum were: occupations, commercial law, court stenography, commercial geography, and junior mathematics.

The following subjects are now being conducted:

Typewriting I
Office Practice
Beginning Shorthand
Advanced Shorthand
Bookkeeping
Diversified Occupations

The objectives of these subjects are primarily vocational in nature, but it is recognized that they have non-vocational values also.

There was a total enrollment of 185 pupils in the diversified occupations and business education classes for the school year 1948-1949. Many of these pupils were seniors and needed employment upon graduation. The problem here is to determine the number of job opportunities in Monett that may be expected to be open to high school graduates who are preparing for business occupations.

According to Walters, the first jobs of most business education pupils are in the community in which they attend school. He gives the following reasons:

Partly because of family ties, partly because of the youth of school graduates and partly because the beginning wages are frequently so low that they will not provide for the needs of young people away from home, the first jobs of most business students are in the community in which they attend school. Only a small minority immediately seeks employment elsewhere, and many of these do so because local employment opportunities are limited, or because their families have moved to other towns. The school should therefore plan, first of all, on preparing students for local jobs. After local jobs are considered, the school may, as far as it is able, prepare students for work that is not available in the local community but is to be found elsewhere.¹

¹ R. G. Walters, The Community Survey, Monograph 58, South-Western Publishing Co., (December 1942), p. 5.

Information as to the duties performed in the office and store occupations will help the teacher to guide students into the business subjects that will provide the training needed.

How these questions present themselves: Are the majority of employment opportunities in the selling field or in office work? For what jobs can the high school give sufficient training? What jobs require a college education?

As only a small percentage of the graduates of the Monett High School go on to college, it may be assumed that many of the pupils who take vocational business training expect to seek and find employment upon graduation. The average age of these pupils at the time of graduation is between seven-teen and eighteen; therefore, some positions are closed to them because of their lack of maturity.

It is desirable to know the number of full-time and part-time workers. Some of the part-time work can be performed by high school students working on Saturdays and after school. Some of this training can begin with an on-the-job training program. Some employers said that they were depending upon high school students for much of their part-time help.

It is also important to know the turnover in these jobs for the past twelve months. By determining the number of employees hired for this period and the number dropped from the pay roll during the same time the number of job openings occurring in Monett annually can be determined. Of the jobs, which ones are open to high school students? The data secured by this study should give some insight into the question as to whether there are too many people training locally for certain lines of work and not enough for others.

Some firms prefer women for certain jobs, while others prefer men. It is necessary in order to guide high school students to know what these

preferences are. Some employers require experience of their new employees. If this is true of a particular position, then it is the business of the school to help students secure the experience and training necessary to fill this position.

Because of the nature of the work, there are some jobs for which a high school education is insufficient. Some jobs require at least two years of college work; others, four years. It is the duty of the school to instruct pupils as to what jobs the high school can train them for. Which positions are open to people with a high school education and which positions require college training?

The employees in the offices or in the retail stores of Monett perform various duties. Many of them not only do retail selling but do office work as well. Few of the jobs are specialized, requiring only a few skills in the performance of the daily work. Many employees in their daily work must type, file, take dictation and transcribe on the typewriter, keep the records of the business, and operate some office machines. Therefore, it is necessary to know what jobs require such skills. The guidance program can be set up to guide students into these subjects. If necessary, the curriculum could be changed to meet the requirements of these positions in order to give sufficient training locally to prepare the pupils for these positions.

According to Walters, a local survey should be used as a basis for guiding students and revising the business curriculum:

A local survey is not only desirable in revising the business curriculum, in deciding on equipment, and in setting up standards of achievement, but it is also almost indispensable in vocational guidance. For a school to inaugurate a vocational guidance program without knowing what initial jobs are available locally, what the requirements for those jobs are, and what the possibilities for advancement are, would be as sensible as inaugurating an educational guidance program which attempts to give students advice about preparing for various colleges without knowing the entrance

requirements of the colleges concerned. Perhaps the most important factor in a vocational guidance program, as it applies to business vocations, is the knowledge of local jobs, their requirements, and the possibilities of advancement. A local survey will give this information.²

For the next school year, 1949-1950, Monett High School is planning to meet the qualifications set up by the State Department in Jefferson City, Missouri, to meet the requirements for AAA classification. Monett High School, under this classification, will be entitled to a full-time school guidance counselor.

The following article was published in the Monett Times during the month of April, 1949:

Under the AAA classification, Monett will have a guidance counselor who is expected to be a man trained in the field of giving individual attention to students. His work will start with each student as he or she enters school and will continue through Junior College. He will supervise testing and will give personal counselling on careers, occupations, and college preparation.³

Scope and Delimitations. This study does not include all of the firms in Monett. It does not consider those firms which are owned and operated by one family, because if they do not employ any outside help, no opportunity exists for employment for the high school student. Those firms where opportunity for employment exists, which include retail stores, wholesale firms, and offices, are classified as follows:

Agricultural implement agencies	Grocery retail stores
Attorneys' offices	Grocers--wholesale
Auto supply stores	Hardware--retail stores
Automobile agencies	Hatcheries
Banks	Insurance & Loan Company
Bookkeeping service	Interior decorator's office
Bottling establishments	Jewelry stores
Chiropractors' offices	Ladies ready-to-wear stores

² Walters, op. cit., pp. 6 and 7.

³ E. E. Camp, Monett Times, Issue published in the month of April, 1949.

City offices	Lumber yards
Clothing manufacturer	Meat Markets
Clothing retail stores	Men's furnishings
Creamery	Newspaper office
Credit bureau	Office supplies
Dentists' offices	Printers
Department stores	Public school office
Doctors' offices	Real estate offices
Drug stores	Shoe manufacturer
Electric appliance agencies	Shoes--retail stores
Feed retail stores	Telegraph Company
Fruits--wholesale markets	Theatre
Funeral directors' establishments	Transportation Company
Furniture stores	Variety stores
Garages	Wall paper stores
Gas company	Welfare organizations
Government office	

This survey is limited to the occupational opportunities in selling and office occupations. Some types of businesses were omitted from the study because they were believed to be undesirable places for students to work. Others were omitted because of the difficulty of classifying the employees and because the type of work done was not within the scope of business education.

No attempt was made to determine the salaries paid for the different types of work. It is believed that for the purpose of this study, the salaries paid are relatively unimportant.

Names of individual firms included in the study do not appear in the report.

Method of Research. After reading a discussion by Walters, the writer decided to use the interview technique of the normative-survey method of research for the following reasons, which he expresses very clearly:

1. The interviewer can give an oral explanation of the purpose of the survey. This is desirable because it takes less effort to listen to an oral explanation, than to read a letter.
2. There is always the possibility that a letter of explanation may not be so clear as it should be, or that the recipient may not take time to read it carefully, or may even throw it away unread.

3. The questions asked on a questionnaire may not be clear. As a result, a reader may answer them incorrectly, or may disregard them entirely.

4. On the other hand, if an interviewer asks the same questions orally and they are not understood by the person being interviewed, the questions may be reworded by the interviewer, and there is very little danger of their being ignored entirely.

5. The interview method adds to the importance of the survey in the minds of those interviewed. Fifteen minutes devoted to an interview with a teacher may not be seriously objected to by a busy man; whereas, the same person may feel his time wasted if asked to use fifteen minutes in filling out a questionnaire.⁴

Procedure. A tentative schedule was devised and presented to the seminar class in business education at the Oklahoma A. & M. College for criticism and suggestions. Some helpful suggestions were received.

As five of the graduate students in the seminar class were interested in surveys of this nature, the group and their advisor, Mr. Robert Lowry, met together and considered further changes to be made in the interview schedules. A third page entitled "Number of Employees Performing Certain Duties," was added to the schedule. The revised copy of the instrument used in this study is included in the appendix.

One-hundred-fifty copies of the questionnaire were then mimeographed and stapled together. A list of firms was compiled from the classified section of the telephone directory.

The investigator explained to her superintendent and principal the plan to make the survey, and both were in favor of the survey.

The investigator began her survey February 15, 1949, and finished April 12, 1949. She worked after four o'clock until the stores closed at 5:30, and worked on Saturday mornings also. She planned her survey so as to visit the retail stores after school, and the offices and wholesale and manufacturing establishments on Saturday. In this way, she tried to

⁴ Walters, op. cit., p. 11.

avoid interrupting the business men at the peak of their day's work.

The investigator explained the purpose of the survey to each employer, and everyone seemed willing to co-operate. She visited 105 places of business. Out of that number, 25 places did not use any employees other than the members of the owner's family.

On April 6, 1949, the investigator examined the permanent records in the office of the high school to determine the date on which business subjects were first introduced. The findings were not satisfactory. On April 7, the writer visited Miss Nellie Mills in Monett. She is a retired teacher who was in the business department of Monett High School until she retired a few years ago. The historical information already related in this study was very graciously given by her.

The data were then tabulated into three general classes: those which concern office positions, those which have to do with store positions, and those which concern managerial positions. The office employees were then segregated into the following classes: record keepers, secretarial employees, clerks, and miscellaneous office employees. The positions for store employees were divided into selling and miscellaneous store positions. These data were then treated from the following points of view: number employed, sex preference, minimum age requirements, experience requirements, educational requirements, turnover, and selected duties performed.

Data for each general class of employees were tabulated according to the number of employees performing these specific duties: type, file, take dictation and transcription, apply knowledge of bookkeeping principles and practices, sell, and operate the following business machines: adding machine, Mimeograph, liquid process duplicator, Dictaphone or Ediphone, calculator, comptometer, cash register, check writer, and addressing machine.

Definition of Terms. A store worker is a person who does full-time or part-time work in a store. His work includes such duties as selling, delivering goods, and operating the cash register in the store.

An office worker is a person who does full-time or part-time work in an office. The majority of his time is spent doing typing, record keeping, filing, and so forth.

Experience is a state, extent, or duration of being engaged in a particular work such as sales experience. In this study, experience is assumed to consist of work or employment in the specified position.

An employer is an individual, firm, business, or corporation which employs personnel in specified store and office occupations.

An employee is a person employed full-time, part-time, or on a temporary basis in a job covered in this survey, by a firm or business included in this study. Firms employing only members of their immediate families were excluded from the study.

A new employee is a person who obtained employment during the period from February 15, 1948, to February 15, 1949, in a position covered in the survey.

Managerial positions are those in which the individual assumes the duties of control and supervision in the business. The three classifications used are office managers, retail store assistant managers, and retail store managers.

Secretarial positions are those in which the individual performs typing, stenographic, and general secretarial duties.

Clerical positions are those in which the individual performs filing, minor record-keeping, varying amounts of typing or stenographic duties, or both.

Selling positions are those in which the individual sells directly to the consumer or retailer.

Miscellaneous office positions are those in which the individuals cannot be classified as record keeping, secretarial, or clerical employees. Such positions include: cashiers, bank tellers, bus agent, purchasing agent, collectors, and deputy.

Miscellaneous store positions are those in which the individuals perform such duties as cashier in the store, and delivery man.

Record keeping positions are those in which the individuals are engaged as accountants or bookkeepers.

Full-time employment: An individual is considered to be employed full-time if he works thirty or more hours per week for pay.

Part-time employment: An individual is considered to be employed part-time if he works less than thirty hours per week for pay.

Position: In this study the terms position and job are used interchangeably to mean any definite work undertaken for a fixed price.

Labor turnover: The number of persons hired within a given period to replace those leaving or dropped; also, the ratio of this number to that of the average force maintained.⁵

⁵ Webster's Collegiate Dictionary, Fifth Edition, G. & C. Merriam Co., Springfield, Massachusetts, 1941, p. 1080.

CHAPTER II

GENERAL RESULTS OF THE STUDY

In Chapter I, the purpose of this study is stated, scope and limitations given, terms defined, and procedure outlined.

In this chapter, the general findings of this study are presented in tabular form and are analyzed and discussed. These data are tabulated in Tables I to XIX, inclusive.

Tables I to III inclusive, deal with number, type, and classification of firms of the 80 stores or offices used in the survey. Tables IV to VII, inclusive, give number and sex of employees in each occupation surveyed with the number of full-time and part-time employees of each sex indicated. Tables VIII and IX deal with the minimum age of male and female employees. Table X shows the sex preference as expressed by employers. Tables XI to XVI, inclusive, deal with requirements of employers as to experience and educational qualifications of new employees. Table XVII gives the number of accessions, separations, and the turnover. Tables XVIII and XIX show the number of employees who performed selected duties and operated selected business machines.

Number and Size of Firms Surveyed. There were 105 firms on the list which was compiled from the classified section of the telephone directory. Out of this number 25 firms, or 23.8 per cent, employed no workers other than members of the immediate family; therefore, these 25 firms were excluded from the survey and data were assembled for the remaining 80 firms.

Table I shows firms in the original list classified as to the number of employees. It will be observed that the firms which employed people

TABLE I
FIRMS IN ORIGINAL LIST CLASSIFIED AS TO NUMBER OF EMPLOYEES

Size of Firm	Number of Firms	Per cent of Total
No employees other than family	25	23.8
1 employee	27	25.7
2 employees	11	10.5
3 employees	15	14.3
4 employees	7	6.7
5 or more employees	20	19.0
Total	105	100

This table should be read as follows: Twenty-five firms, or 23.8 per cent of the total of 105 firms, employed no employees other than members of the family.

in the business occupations were small in size. One-half of the firms employed only one, two, or three persons.

In view of this condition, probably the business education department should teach the students various duties and skills for occupations in the small offices and stores. Employees will probably have close personal relationships with the employer. With this assumption, instruction should be given in human relations.

Table II, similar to Table I, shows the eighty firms included in the study classified according to number of employees.

Classification of Firms According to Nature of Business. The data in the questionnaires were tabulated to determine how many persons were employed by each type of firm. The results are shown in Table III. This table shows 41 kinds, or classes, of firms and offices, classified according to the nature of business. There were 291 employees in these different firms, and of this number, 141 were males and 150 were females.

Number and Sex of Employees in Occupations Surveyed. Table IV shows the number and sex of the 291 employees in the occupations surveyed.

In Table V, the 291 employees were classified in three categories, office, store, and managerial employees, with the number of full-time and part-time employees of each sex indicated.

Table VI represents a rearrangement of data already presented in Table IV. In Table VI, the various occupations were grouped in classifications that identified them as office, store, and managerial occupations. As in Table IV, each employee was classified by occupation and sex.

Table VI shows 106 office employees. Of this number, 82 were female employees and 24 were male employees. This indicated that opportunities for office employment were better for women than for men. The predominance of women was in bookkeeping and secretarial positions. There were 158

TABLE II
EIGHTY FIRMS INCLUDED IN THE STUDY CLASSIFIED
ACCORDING TO NUMBER OF EMPLOYEES

Size of Firm	Number of Firms	Per cent of Total
1 employee	27	33.7
2 employees	11	13.8
3 employees	15	18.8
4 employees	7	8.7
5 or more employees	20	25.0
Total	80	100

Note: This table includes data concerning only the employees who are not members of the owner's family

This table should be read as follows: Twenty-seven firms, or 33.7 per cent of the total of 80 firms surveyed, employed one employee each.

TABLE III

CLASSIFICATION OF FIRMS AS TO NATURE OF BUSINESS,
WITH NUMBER AND SEX OF EMPLOYEES ENGAGED IN EACH TYPE

Nature of Business	Number of Firms	Number of Employees		
		Male	Female	Total
Agricultural Implement	1	1	0	1
Attorneys' Offices	3	0	4	4
Automobile Supply Stores	4	10	1	11
Automobile Agencies	3	7	2	9
Banks	2	3	12	15
Bookkeeping Service	1	2	1	3
Bottling Establishment	1	1	1	2
City Offices	2	0	2	2
Contractor's Office	1	0	1	1
Clothing Manufacturer	1	0	1	1
Clothing Retail Stores	2	7	16	23
Creameries & Milk Plant	2	5	5	10
Credit Bureau	1	0	1	1
Dentists' & Doctors' Offices	3	0	3	3
Drug Stores	3	7	9	16
Electric Appliance Agencies	3	5	2	7
Feed Retail Stores	2	15	4	19
Forest Product's Office	1	0	1	1
Funeral Home	1	0	1	1
Furniture Stores	2	8	1	9
Gas Company	1	3	1	4
Government Office	1	1	3	4
Grocery Stores & Meat Markets	9	31	8	39
Hardware Retail Stores	1	1	0	1
Hatchery	1	1	2	3
Insurance, Loan, & Real Estate Firms	4	4	5	9
Jewelry Store	1	0	1	1
Ladies Ready-to-Wear Stores	2	0	10	10
Locker Plant	1	1	1	2
Lumber Yards	2	5	1	6
Men's Furnishings	2	4	1	5
Newspaper & Printing Shops	3	0	3	3
Public School Office	1	0	3	3
Shoe Manufacturer	1	4	6	10
Shoes--Retail Stores	2	3	3	6
Telegraph & Telephone Offices	2	0	3	3
Theatre	1	1	2	3
Transportation Company	1	1	1	2
Variety Stores	2	3	24	27
Wall Paper Store	1	1	2	3
Wholesale Grocery Establishments	2	6	2	8
Total	80	141	150	291

TABLE IV
 NUMBER AND SEX OF EMPLOYEES
 IN EACH OCCUPATION SURVEYED

Occupation	Male	Female	Total
Accountants	2	1	3
Bookkeepers	2	33	35
Bookkeeping Machine Operator	1	0	1
Comptometer Operator	0	1	1
Billing Clerks	0	1	1
Order Clerks	1	1	2
Payroll Clerks	0	3	3
General Office Clerks	1	8	9
Retail Salesmen in Stores	79	60	139
Cashiers	0	6	6
Secretaries	0	9	9
Stenographers (Shorthand)	0	12	12
Typists	0	5	5
Managers	14	3	17
Bank Tellers	2	3	5
Bus Agent	0	1	1
Purchasing Agent	0	1	1
Soda Fountain Workers	2	1	3
Stock Clerks	6	0	6
Shipping Clerks	2	0	2
Wholesale Salesmen	8	0	8
Delivery Men	5	0	5
Office Manager	4	1	5
Collector	2	0	2
Chief Clerk	1	0	1
Assistant Manager	5	0	5
Deputy	1	0	1
Receiving Clerks	1	0	1
Insurance Salesmen	2	0	2
Total	141	150	291

This table should be read as follows: Two males and one female, or a total of three employees, were employed as accountants.

TABLE V
 NUMBER AND PERCENTAGE OF FULL-TIME AND PART-TIME
 OFFICE, STORE, AND MANAGERIAL EMPLOYEES

General Classes	Full-time Employees			Part-time Employees			Per cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
Office Employees	21	73	94	3	9	12	88.7	11.3
Store Employees	84	43	127	10	21	31	80.4	19.6
Managerial Employees	23	4	27	0	0	0	100.	0.
Total	128	120	248	13	30	43	85.2	14.8

This table should be read as follows: The office employees numbered 21 male full-time employees and 73 female full-time employees. There were 94, or 88.7 per cent, full-time office employees and 12, or 11.3 per cent, part-time employees.

TABLE VI

NUMBER AND SEX OF EMPLOYEES IN VARIOUS GROUPS OF OFFICE,
STORE, AND MANAGERIAL OCCUPATIONS

Occupational Group	Male	Female	Total
<u>Office Positions</u>			
<u>Record Keeping</u>			
Accountants	2	1	3
Bookkeepers	2	33	35
<u>Secretarial Positions</u>			
Secretaries	0	9	9
Stenographers	0	12	12
Typists	0	5	5
<u>Clerical Positions</u>			
Billing Clerk	0	1	1
Order Clerks	1	1	2
Payroll Clerks	0	3	3
General Office Clerks	1	8	9
Shipping Clerks	2	0	2
Stock Clerks	6	0	6
Chief Clerk	1	0	1
Receiving Clerk	1	0	1
<u>Miscellaneous Office Positions</u>			
Cashiers (in offices)	0	3	3
Bank Tellers	2	3	5
Bus Agent	0	1	1
Purchasing Agent	0	1	1
Collectors	2	0	2
Deputy	1	0	1
Bookkeeping Machine Operator	1	0	1
Comptometer Operator	0	1	1
Insurance Salesmen	2	0	2
Total Office Employees	24	82	106
<u>Store Positions</u>			
<u>Selling Positions</u>			
Retail Salesmen in Stores	79	60	139
Wholesale Salesmen	8	0	8
Soda Fountain Workers	2	1	3
<u>Miscellaneous Store Positions</u>			
Cashiers (in stores)	0	3	3
Delivery Men	5	0	5
Total Store Employees	94	64	158

TABLE VI (CONTINUED)

NUMBER AND SEX OF EMPLOYEES IN VARIOUS GROUPS OF OFFICE,
STORE, AND MANAGERIAL OCCUPATIONS

Occupational Group	Male	Female	Total
Managerial Positions			
<u>Managerial</u>			
Office Managers	4	1	5
Managers (in Retail Stores)	14	3	17
Assistant Managers (in Retail Stores)	5	0	5
Total Managerial	23	4	27
Total	141	150	291

store employees. Of this number, 64 were female employees and 94 were male employees. The opportunities for store employment were better for men than for women. More positions existed in retail selling in stores than in any other store position. There were 27 managerial employees. Of this number, four were female employees and 23 were male employees. There was a predominance of men in managerial positions.

The guidance counselor, business education teachers, and school administrators should be aware of these facts in order to make needed changes in the curriculum and to guide boys and girls into the courses that will give training in the occupations in which employment opportunities exist.

In calculating the total office employees in Tables V and VI, insurance salesmen were considered office employees. Insurance salesmen were grouped with selling positions throughout the remainder of the report so that all data on selling employees may be accurately interpreted.

Full-time and Part-time Employees. Table VII shows the number of male and female employees engaged in full-time and part-time positions. There were 248, or 85 per cent, of the employees engaged in full-time positions. Of this number, 128 were male employees and 120 were female employees. There were 43, or 15 per cent, of the employees in part-time positions. Of this number, 13, were male employees and 30 were female employees.

Minimum Age Requirements for Male Employees. Table VIII shows the minimum age requirements for male employees for the positions in this survey. For the 141 positions of male employees, employers gave the minimum employment age of 18 or below for 75, or 53.2 per cent, of the positions. Employers gave the minimum employment age of 19 to 21, inclusive for 28, or 19.8 per cent, of the positions. Employers gave the minimum employment age over 21 for 10, or 7.1 per cent of the positions. No minimum age was specified for 28, or 19.9 per cent, of the positions.

The fact that a minimum employment age of 18 or below was specified for nearly half of the 141 positions held by male employees indicated that male high school graduates were acceptable as replacements in many of the 141 positions for men included in the study.

Minimum Age Requirements for Female Employees. Table IX shows the minimum age requirements for female employees for the positions in this study. For the 150 positions where women were employed, employers gave the minimum employment age of 18 or below for 93, or 62 per cent of the positions. Employers gave the minimum employment age of 19 to 21, inclusive, for 27, or 18 per cent, of the positions. Employers gave the minimum employment age over 21 for six, or 4 per cent, of the positions. No minimum age was specified for 24, or 16 per cent, of the positions.

TABLE VII

 NUMBER OF MALE AND FEMALE EMPLOYEES ENGAGED
 IN FULL-TIME AND PART-TIME POSITIONS

Position	Number of Employees						Total Employees
	Full Time		Part Time		Total		
	M	F	M	F	Full	Part	
<u>Record Keeping</u>							
Accountants	2	1	0	0	3	0	3
Bookkeepers	2	29	0	4	31	4	35
<u>Secretarial Positions</u>							
Secretaries	0	8	0	1	8	1	9
Stenographers (Shorthand)	0	12	0	0	12	0	12
Typists	0	3	0	2	3	2	5
<u>Clerical Positions</u>							
Billing Clerk	0	1	0	0	1	0	1
Order Clerks	1	1	0	0	2	0	2
Payroll Clerks	0	3	0	0	3	0	3
General Office Clerks	1	7	0	1	8	1	9
Shipping Clerks	2	0	0	0	2	0	2
Stock Clerks	4	0	2	0	4	2	6
Chief Clerk	1	0	0	0	1	0	1
Receiving Clerk	1	0	0	0	1	0	1
<u>Miscellaneous Office Positions</u>							
Cashiers (in offices)	0	2	0	1	2	1	3
Bank Tellers	2	3	0	0	5	0	5
Bus Agent	0	1	0	0	1	0	1
Purchasing Agent	0	1	0	0	1	0	1
Collectors	1	0	1	0	1	1	2
Deputy	1	0	0	0	1	0	1
Bookkeeping Machine Operator	1	0	0	0	1	0	1
Comptometer Operator	0	1	0	0	1	0	1
<u>Selling Positions</u>							
Retail Salesmen in Stores	69	39	10	21	108	31	139
Wholesale Salesmen	8	0	0	0	8	0	8
Insurance Salesmen	2	0	0	0	2	0	2
Soda Fountain Workers	2	1	0	0	3	0	3
<u>Miscellaneous Store Positions</u>							
Cashiers (in stores)	0	3	0	0	3	0	3
Delivery Men	5	0	0	0	5	0	5
<u>Managerial Positions</u>							
Office Managers	4	1	0	0	5	0	5
Managers (retail stores)	14	3	0	0	17	0	17
Assistant Managers (retail stores)	5	0	0	0	5	0	5
Total	128	120	13	30	248	43	291

TABLE VIII

DISTRIBUTION OF POSITIONS HELD BY 141 MALE EMPLOYEES IN STORE AND
OFFICE OCCUPATIONS ACCORDING TO MINIMUM EMPLOYMENT AGES
SPECIFIED BY EMPLOYERS

Position	No Min. Age Specified	Minimum Age Specified by Employer										Total Positions	
		16	17	18	19	20	21	22	23	24	25		30
<u>Record Keeping</u>													
Accountants				2									2
Bookkeepers				2									2
<u>Clerical Positions</u>													
Order Clerk				1									1
General Office Clerk							1						1
Shipping Clerk		1		1									2
Stock Clerks		6											6
Chief Clerk	1												1
Receiving Clerk		1											1
<u>Miscellaneous Office Positions</u>													
Bank Tellers				2									2
Collectors				1			1						2
Deputy							1						1
Bookkeeping Machine Operator									1				1
<u>Selling Positions</u>													
Retail Salesmen in Stores	18	17	2	29		6			3	2	2		79
Wholesale Salesmen	4			3		1							8
Insurance Salesmen	2												2
Soda Fountain Workers		2											2
<u>Miscellaneous Store Positions</u>													
Delivery Men		2			1		2						5
<u>Managerial Positions</u>													
Office Managers		1		1		2							4
Managers (retail store)	3						8			3			14
Assistant managers (retail store)		1					4						5
Total	28	31	2	42	1	2	25		3	2	5		141

This table should be read as follows: In two positions of accountant held by men the minimum age requirement for new men employees is 18 years.

TABLE IX

DISTRIBUTION OF POSITIONS HELD BY 150 FEMALE EMPLOYEES IN STORE AND
OFFICE OCCUPATIONS ACCORDING TO MINIMUM EMPLOYMENT AGES
SPECIFIED BY EMPLOYERS

Position	No Min. Age Specified	Minimum Age Specified by Employer										Total Positions
		16	17	18	19	20	21	25	30	35	45	
<u>Record Keeping</u>												
Accountant			1									1
Bookkeepers	9	2	3	12	1	5				1		33
<u>Secretarial Positions</u>												
Secretaries	4		1	3	1							9
Stenographers (Shorthand)	1	2		6		2	1					12
Typists		2	2	1								5
<u>Clerical Positions</u>												
Billing Clerks			1									1
Order Clerks			1									1
Payroll Clerks				1		1						3
General Office Clerks				1	1	3	2		1			8
<u>Miscellaneous Office Positions</u>												
Cashiers (in offices)		2		1								3
Bank Tellers				3								3
Bus Agent						1						1
Purchasing Agent		1										1
Comptometer Operator		1										1
<u>Selling Positions</u>												
Retail Salesmen (in stores)	8	22	3	16	2	8	1					60
Soda Fountain Workers				1								1
<u>Miscellaneous Store Positions</u>												
Cashiers (in stores)	1	2										3
<u>Managerial Positions</u>												
Office Manager				1								1
Managers (retail store)	1							1	1			3
Total	24	38	10	45	4	11	12	3	1	1	1	150

This table should be read as follows: In one position of accountant held by a woman, the minimum age requirement for new women employees is 16 years.

The fact that a minimum employment age of 18 or below was specified for nearly two-thirds of the 150 positions held by women employees indicated that female high school graduates were acceptable as replacements in most of the 150 positions for women included in the study.

Sex Preference. The data in Table X show that 81 employers preferred male employees. The number of positions affected by this preference was 139. Seventy-two employers preferred female employees. The number of positions affected by this preference was 124. Eighteen employers expressed no sex preference. Twenty-eight positions were affected.

Experience Requirements. Tables XI, XII, and XIII present data pertaining to experience requirements. Of 291 positions, 190, or 65 per cent, did not require experience of the new employee; while 101, or 35 per cent, did require some experience of the new employee. Those positions which required experience for the new employees in each group of occupations were as follows: record keepers: 18, or 47 per cent; secretarial positions: 7, or 27 per cent; clerical positions: 5, or 20 per cent; miscellaneous office positions: 4, or 27 per cent; selling positions: 45, or 30 per cent; miscellaneous store positions: 1, or 13 per cent, and managerial positions: 21, or 78 per cent.

Educational Requirements. Table XIV shows that in 74 positions employers required less than high school graduation as the minimum educational requirement. Employers stated that they required high school graduation for 185 positions. In thirty-three positions, high school graduation was a requirement for record-keeping positions; in 23 positions high school graduation was a requirement for secretarial positions; in 22 positions high school graduation was required for clerical positions; in 13 positions high school graduation was required for miscellaneous office positions; in 72 positions high school graduation was a requirement for selling positions. Four positions required high school graduation for miscellaneous store

TABLE X

PREFERENCE FOR NEW EMPLOYEES BY SEX AS EXPRESSED BY 80 EMPLOYERS, AND DISTRIBUTION OF 291 OFFICE AND STORE POSITIONS ACCORDING TO SEX PREFERENCE EXPRESSED BY EMPLOYERS

Position	Number of Employers				Number of Positions			
	Male	Female	No Pref.	Total	Male	Female	No. Pref.	Total
<u>Record Keeping</u>								
Accountants	1	1	0	2	2	1	0	3
Bookkeepers	2	22	5	29	2	28	5	35
Total	3	23	5	31	4	29	5	38
<u>Secretarial Positions</u>								
Secretaries	0	8	0	8	0	9	0	9
Stenographers (Shorthand)	0	10	0	10	0	12	0	12
Typists	0	4	0	4	0	5	0	5
Total	0	22	0	22	0	26	0	26
<u>Clerical Positions</u>								
Billing Clerk	0	1	0	1	0	1	0	1
Order Clerks	1	1	0	2	1	1	0	2
Payroll Clerks	0	2	1	3	0	2	1	3
General Office Clerks	0	4	2	6	0	5	4	9
Shipping Clerks	2	0	0	2	2	0	0	2
Stock Clerks	5	0	0	5	6	0	0	6
Chief Clerk	1	0	0	1	1	0	0	1
Receiving Clerk	1	0	0	1	1	0	0	1
Total	10	8	3	21	11	9	5	25
<u>Miscellaneous Office Positions</u>								
Cashiers (in offices)	0	2	0	2	0	3	0	3
Bank Tellers	1	0	0	1	5	0	0	5
Bus Agent	0	0	1	1	0	0	1	1
Purchasing Agent	0	1	0	1	0	1	0	1
Collectors	2	0	0	2	2	0	0	2
Deputy	1	0	0	1	1	0	0	1
Bookkeeping Machine Operator	0	0	1	1	0	0	1	1
Comptometer Operator	0	1	0	1	0	1	0	1
Total	4	4	2	10	8	5	2	15

TABLE X (CONTINUED)

PREFERENCE FOR NEW EMPLOYEES BY SEX AS EXPRESSED BY 80 EMPLOYERS, AND DISTRIBUTION OF 291 OFFICE AND STORE POSITIONS ACCORDING TO SEX PREFERENCE EXPRESSED BY EMPLOYERS

Position	Number of Employers				Number of Positions			
	Male	Female	No Pref.	Total	Male	Female	No Pref.	Total
<u>Selling Positions</u>								
Retail Salesmen in Stores	30	10	5	45	76	50	13	139
Wholesale Salesmen	4	0	0	4	8	0	0	8
Insurance Salesmen	1	0	0	1	2	0	0	2
Soda Fountain Workers	1	1	0	2	2	1	0	3
Total	36	11	5	52	88	51	13	152
<u>Miscellaneous Store Positions</u>								
Cashiers (in stores)	0	3	0	3	0	3	0	3
Delivery Men	5	0	0	5	5	0	0	5
Total	5	3	0	8	5	3	0	8
<u>Managerial Positions</u>								
Office Managers	3	0	2	5	3	0	2	5
Managers (in retail stores)	15	1	1	17	15	1	1	17
Assistant Managers (in retail stores)	5	0	0	5	5	0	0	5
Total	23	1	3	27	23	1	3	27
Total	81	72	18	171	139	124	28	291

This table should be read as follows: One employer expressed a preference for male accountants. Two accountants were employed by the employer who preferred male accountants.

TABLE XI

NUMBER OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED OR
IS NOT REQUIRED FOR NEW EMPLOYEES

Position	Experience Required			Experience Not Required		
	M	F	T	M	F	T
<u>Record Keepers</u>						
Accountants	2	0	2	0	1	1
Bookkeepers	2	14	16	0	19	19
<u>Secretarial</u>						
Secretaries	0	4	4	0	5	5
Typists	0	1	1	0	4	4
Stenographers	0	2	2	0	10	10
<u>Clerical Positions</u>						
Billing Clerk	0	0	0	0	1	1
Order Clerk	0	0	0	1	1	2
Payroll Clerk	0	1	1	0	2	2
General Office	0	1	1	1	7	8
Shipping Clerk	0	0	0	2	0	2
Stock Clerk	1	0	1	5	0	5
Chief Clerk	1	0	1	0	0	0
Receiving Clerk	1	0	1	0	0	0
<u>Miscellaneous Office Positions</u>						
Cashiers (Office)	0	1	1	0	2	2
Bank Tellers	0	0	0	2	3	5
Bus Agent	0	1	1	0	0	0
Purchasing Agent	0	1	1	0	0	0
Collectors	1	0	1	1	0	1
Deputy	0	0	0	1	0	1
Bookkeeping Machine Operator	0	0	0	1	0	1
Comptometer Operator	0	0	0	0	1	1
<u>Selling Positions</u>						
Retail Store Salesmen	22	18	40	57	42	99
Wholesale Salesmen	4	0	4	4	0	4
Insurance Salesmen	0	0	0	2	0	2
Soda Fountain Workers	0	1	1	2	0	2
<u>Miscellaneous Store Positions</u>						
Cashiers (Store)	0	1	1	0	2	2
Delivery Men	0	0	0	5	0	5
<u>Managerial Positions</u>						
Office Managers	4	0	4	0	1	1
Managers (Retail Store)	12	3	15	2	0	2
Assistant Managers (Retail Store)	2	0	2	3	0	3
Total	52	49	101	89	101	190

TABLE XII

NUMBER AND PERCENTAGE OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE
IS REQUIRED OR IS NOT REQUIRED FOR NEW FEMALE EMPLOYEES

Position	Experience Required		Experience Not Required	
	Number	Per Cent	Number	Per Cent
<u>Record Keepers</u>				
Accountants	0	0	1	100
Bookkeepers	14	42	19	58
<u>Secretarial</u>				
Secretaries	4	44	5	56
Typists	1	20	4	80
Stenographers (Shorthand)	2	17	10	83
<u>Clerical Positions</u>				
Billing Clerk	0	0	1	100
Order Clerk	0	0	1	100
Payroll Clerk	1	33	2	67
General Office	1	12	7	88
<u>Miscellaneous Office Positions</u>				
Cashiers (Office)	1	33	2	67
Bank Tellers	0	0	3	100
Bus Agent	1	100	0	0
Purchasing Agent	1	100	0	0
Comptometer Operator	0	0	1	100
<u>Selling Positions</u>				
Retail Store Salesmen	18	30	42	70
Soda Fountain Workers	1	100	0	0
<u>Miscellaneous Store Positions</u>				
Cashiers (Store)	1	33	2	67
<u>Managerial Positions</u>				
Office Managers	0	0	1	100
Managers (Retail Store)	3	100	0	0
Total	49	32.7	101	67.3

This table should be read as follows: In one position of accountant held by a woman, experience is not required of new employees.

TABLE XIII

NUMBER AND PERCENTAGE OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE
IS REQUIRED OR IS NOT REQUIRED FOR NEW MALE EMPLOYEES

Position	Experience Required		Experience Not Required	
	Number	Per Cent	Number	Per Cent
<u>Record Keepers</u>				
Accountants	2	100	0	0
Bookkeepers	2	100	0	0
<u>Clerical Positions</u>				
Order Clerk	0	0	1	100
General Office	0	0	1	100
Shipping Clerk	0	0	2	100
Stock Clerk	1	17	5	83
Chief Clerk	1	100	0	0
Receiving Clerk	1	100	0	0
<u>Miscellaneous Office Positions</u>				
Bank Tellers	0	0	2	100
Collectors	1	50	1	50
Deputy	0	0	1	100
Bookkeeping Machine Operator	0	0	1	100
<u>Selling Positions</u>				
Retail Store Salesmen	22	28	57	72
Wholesale Salesmen	4	50	4	50
Insurance Salesmen	0	0	2	100
Soda Fountain Workers	0	0	2	100
<u>Miscellaneous Store Positions</u>				
Delivery Men	0	0	5	100
<u>Managerial Positions</u>				
Office Managers	4	100	0	0
Managers (Retail Store)	12	86	2	14
Assistant Managers (Retail Store)	2	40	3	60
Total	52	36.9	89	63.1

This table should be read as follows: In two positions of accountant held by men, experience is required of new employees.

positions; and 18 positions required the same standard for managerial positions.

Table XV shows the minimum educational requirements new male employees must have completed for employment. For 43 positions, employers required less than high school graduation; for 82 positions, employers required high school graduation; for six positions, employers required some college training. No requirements were specified by employers for ten positions.

Table XVI shows the minimum educational requirements new female employees must have completed for employment. For 31 positions, employers required less than high school graduation; for 104 positions, employers required high school graduation; for eight positions, employers required some college training. No requirements were specified by employers for seven positions.

Accessions, Replacements, and Turnover. Table XVII shows the number of newly employed, separations, and the percentage of turnover. For the year, there were 224 employees newly employed, and 131 employees separated from their jobs which gave 131 replacements. The percentage of turnover for the year was 53.6 per cent.

The percentage of turnover was found in the following manner. The actual number of replacements ~~during~~ the last 12 months was represented by total newly employed or total separated, whichever was smaller. The average number of employees was found for the last 12 months and was divided into the number of replacements. This gave the percentage of net turnover.

It must be noted that in some of these positions which have only one employee there was 100 per cent turnover in which there might be only one newly employed and one separated from their jobs. This percentage cannot be too significant since there was only one employee in that position.

TABLE XIV

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW EMPLOYEES

Position	Total Positions	No Requirements Specified		New Employee Must Have Completed												
		M	F	Grade 8		High School				College		Business College				
				M	F	M	F	M	F	M	F	M	F			
<u>Record Keepers</u>																
Accountants	3										2		1			
Bookkeepers	35			1			1				2	29		1	1	
<u>Secretarial Positions</u>																
Secretaries	9												6	1		2
Typists	5													5		
Stenographers	12													12		
<u>Clerical Positions</u>																
Billing Clerk	1													1		
Order Clerk	2										1	1				
Payroll Clerk	3													3		
General Office	9										1	8				
Shipping Clerk	2										2					
Stock Clerk	6													3		
Chief Clerk	1													1		
Receiving Clerk	1													1		
<u>Miscellaneous Office Positions</u>																
Cashiers (Office)	3													3		
Bank Tellers	5										2	3				
Bus Agent	1													1		
Purchasing Agent	1														1	
Collectors	2										2					
Deputy	1														1	
Bookkeeping Machine Operator	1													1		
Comptometer Operator	1														1	

TABLE XIV (CONTINUED)

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW EMPLOYEES

Position	Total Positions	No Requirements Specified		New Employee Must Have Completed													
		M	F	Grade 8		9		High School 10		11		12		College 2 4		Business College	
				M	F	M	F	M	F	M	F	M	F	M	F	M	F
<u>Selling Positions</u>																	
Retail Store Salesmen	139	10	6	26	14	4	2	3	1	12	35	26					
Wholesale Salesmen	8										8						
Insurance Salesmen	2										2						
Soda Fountain Workers	3								2			1					
<u>Miscellaneous Store Positions</u>																	
Cashiers (Store)	3		1		1							1					
Delivery Men	5			2							3						
<u>Managerial Positions</u>																	
Office Managers	5											1	1	3			
Managers (Retail Store)	17			1				1			9	2	3	1			
Assistant Managers (Retail Store)	5										5						
Total	291	10	7	32	16	4	2	4	1	3	12	81	104	7	4	1	3

This table should be read as follows: In two positions as accountant held by men, high school graduation is required for new employees.

TABLE XV

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW MALE EMPLOYEES

Position	Total Positions	No Requirements Specified	Grade 8	High School				College		Business College
				9	10	11	12	2	4	
<u>Record Keepers</u>										
Accountants	2							2		
Bookkeepers	2							2		
<u>Clerical Positions</u>										
Order Clerk	1							1		
General Office	1							1		
Shipping Clerk	2							2		
Stock Clerk	6		3					3		
Chief Clerk	1							1		
Receiving Clerk	1							1		
<u>Miscellaneous Office Positions</u>										
Bank Tellers	2							2		
Collectors	2							2		
Deputy Bookkeeping Machine Operator	1							1		
<u>Selling Positions</u>										
Retail Store Salesmen	79	10	26	4	3	1		35		
Wholesale Salesmen	8							8		
Insurance Salesmen	2							2		
Soda Fountain Workers	2						2			
<u>Miscellaneous Store Positions</u>										
Delivery Men	5		2					3		
<u>Managerial Positions</u>										
Office Managers	4							1	3	
Managers (Retail Store)	14		1		1			9	3	
Assistant Managers (Retail Store)	5							5		
Total	141	10	32	4	4	3		82	6	

TABLE XVI

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW FEMALE EMPLOYEES

Position	Total Positions	No Requirements Specified	Grade 8	High School				College		Business College
				9	10	11	12	2	4	
<u>Record Keepers</u>										
Accountants	1							1		
Bookkeepers	33		1		1		29		1	1
<u>Secretarial</u>										
Secretaries	9						6	1		2
Typists	5						5			
Stenographers (Shorthand)	12						12			
<u>Clerical Positions</u>										
Billing Clerk	1						1			
Order Clerk	1						1			
Payroll Clerk	3						3			
General Office	8						8			
<u>Miscellaneous Office Positions</u>										
Cashiers (Office)	3						3			
Bank Tellers	3						3			
Bus Agent	1						1			
Purchasing Agent	1							1		
Comptometer Operator	1						1			
<u>Selling Positions</u>										
Retail Store Salesmen	60	6	14	2		12	26			
Soda Fountain Workers	1						1			
<u>Miscellaneous Store Positions</u>										
Cashiers (Store)	3	1	1				1			
<u>Managerial Positions</u>										
Office Managers	1						1			
Managers (Retail Store)	3						2	1		
Total	150	7	16	2	1	12	104	4	1	3

TABLE XVII

NUMBER OF EMPLOYEES NEWLY EMPLOYED, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	No.	Per Cent
<u>Record Keeping</u>								
Accountants	0	0	0	0	0	0	0	0
Bookkeepers	1	12	13	0	6	6	6	19.0
<u>Secretarial</u>								
Secretaries	0	10	10	0	8	8	8	100.
Stenographers	0	13	13	0	9	9	9	90.
Typists	0	0	0	0	0	0	0	0
<u>Clerical</u>								
Billing Clerk	0	1	1	0	1	1	1	100.
Order Clerk	1	1	2	0	1	1	1	66.7
Payroll Clerk	0	2	2	0	0	0	0	0
General Office	0	7	7	0	2	2	2	30.8
Shipping Clerks	1	0	1	0	0	0	0	0
Stock Clerks	1	0	1	1	0	1	1	16.7
Chief Clerk	0	0	0	0	0	0	0	0
Receiving Clerk	1	0	1	1	0	1	1	100.
<u>Miscellaneous Office Positions</u>								
Cashiers (Office)	0	3	3	0	2	2	2	80.
Bank Tellers	1	0	1	0	0	0	0	0
Bus Agent	0	1	1	0	0	0	0	0
Purchasing Agent	0	0	0	0	0	0	0	0
Collectors	4	0	4	1	0	1	1	200.
Deputy	1	0	1	1	0	1	1	100.
Bookkeeping Machine Operator	1	0	1	0	0	0	0	0
Comptometer Operator	0	1	1	0	0	0	0	0
<u>Selling Positions</u>								
Retail Salesmen	77	64	141	38	51	89	89	78.8
Wholesale Salesmen	6	0	6	4	0	4	4	57.1
Insurance Salesmen	2	0	2	0	0	0	0	0
Soda Fountain Workers	2	0	2	2	0	2	2	66.7
<u>Miscellaneous Store Positions</u>								
Cashiers (Store)	0	3	3	0	2	2	2	80.
Delivery Men	3	0	3	1	0	1	1	25.

TABLE XVII (CONTINUED)

NUMBER OF EMPLOYEES NEWLY EMPLOYED, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	No.*	Per Cent**
<u>Managerial Positions</u>								
Office Managers	3	0	3	0	0	0	0	0
Managers (Store)	1	0	1	0	0	0	0	0
Assistant Manager (Store)	0	0	0	0	0	0	0	0
Total	106	118	224	49	82	131	131	53.6

* Actual number of replacements during last 12 months, represented by total newly employed or total separated, whichever is smaller.

** Percentage of net turnover based on average number of employees during last 12 months.

This table should be read as follows: One male and 12 female bookkeepers, a total of 13 bookkeepers, were newly employed in the last year; no males and six females, or a total of six bookkeepers, were separated from their jobs in the last year. There were six replacements, resulting in a 19 per cent turnover in bookkeeping positions.

Selected Duties of Office and Store Occupations. Tables XVIII and XIX deal with selected duties of employees in office and store occupations. Table XVIII deals with the number of employees who performed the following duties in the offices and stores: typing, filing, taking dictation and transcribing, applying knowledge of bookkeeping principles and practices, and selling. Table XIX deals with the number of employees who operated the various types of business machines: adding machine, Mimeograph, calculator, liquid process duplicator, comptometer, cash register, check writer, and addressing machine. It will be noted that one employee might perform several of these selected duties.

The duties performed by the majority of all employees, named in descending order of frequency, were as follows: selling, operating the adding machine, operating the cash register, filing, applying knowledge of bookkeeping principles and practices, and typing.

No Dictaphone and Ediphone were found in Monett, so these machines were excluded from Table XIX.

The above data are significant in determining the emphasis which should be given to those duties that are performed by almost all the store and office employees. This should probably bring about a change in the curriculum and equipment in the business education department in Monett.

TABLE XVIII

NUMBER OF EMPLOYEES PERFORMING SELECTED DUTIES IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Type	File	Take Dictation and Transcribe	Apply knowledge of bookkeeping principles and practices	Sell
<u>Record Keepers</u>						
Accountants	3	2	3	1	3	2
Bookkeepers	35	22	35	16	35	23
Total	38	24	38	17	38	25
<u>Secretarial</u>						
Secretaries	9	9	9	9	8	0
Stenographers	12	10	10	12	5	2
Typists	5	5	4	4	3	1
Total	26	24	23	25	16	3
<u>Clerical Positions</u>						
Billing Clerk	1	1	0	1	0	0
Order Clerk	2	2	0	1	1	1
Payroll Clerk	3	3	3	1	3	1
General Office	9	8	8	1	6	1
Shipping Clerk	2	1	1	0	1	0
Stock Clerk	6	0	0	0	0	5
Chief Clerk	1	0	1	0	1	1
Receiving Clerk	1	1	0	0	0	0
Total	25	16	13	4	12	9
<u>Miscellaneous Office Positions</u>						
Cashiers (Office)	3	3	3	1	3	0
Bank Tellers	5	1	0	0	5	0
Bus Agent	1	0	1	0	1	0
Purchasing Agent	1	1	1	1	1	0
Collectors	2	0	0	0	2	0
Deputy	1	1	1	0	1	0
Bookkeeping Machine Operator	1	1	1	0	1	1
Comptometer Operator	1	1	1	1	0	0
Total	15	8	8	3	14	1

TABLE XVIII (CONTINUED)

NUMBER OF EMPLOYEES PERFORMING SELECTED DUTIES IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Type	File	Take Dictation and Transcribe	Apply knowledge of bookkeeping principles and practices	Sell
<u>Selling Positions</u>						
Retail Store Salesmen	139	10	14	0	9	139
Wholesale Salesmen	8	0	0	0	0	8
Insurance Salesmen	2	0	0	0	0	2
Soda Fountain Workers	3	0	1	0	1	3
Total	152	10	15	0	10	152
<u>Miscellaneous Store Positions</u>						
Cashiers (Store)	3	0	1	0	1	3
Delivery Men	5	0	0	0	0	5
Total	8	0	1	0	1	8
<u>Managerial Positions</u>						
Office Managers	5	2	2	0	3	2
Managers (Retail Stores)	17	14	15	1	17	18
Assistant Managers (Retail Stores)	5	3	3	0	3	4
Total	27	19	20	1	23	24
Total	291	101	118	50	114	222

This table should be read as follows: Two accountants type in performing their duties, and three accountants file.

TABLE XIX

NUMBER OF EMPLOYEES OPERATING VARIOUS TYPES OF BUSINESS MACHINES
IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Adding Machine	Mimeo- graph	Calcu- lator	Liquid Process Duplicator	Comp- tometer	Cash Register	Check Writer	Address- ing Machine
<u>Record Keepers</u>									
Accountants	3	3	1	1	0	1	0	1	0
Bookkeepers	35	33	1	6	0	2	20	14	1
Total	38	36	2	7	0	3	20	15	1
<u>Secretarial</u>									
Secretaries	9	9	2	0	1	0	1	5	0
Stenographers	12	9	3	2	3	0	2	4	1
Typists	5	5	1	0	0	0	0	2	0
Total	26	23	6	2	4	0	3	11	1
<u>Clerical Positions</u>									
Billing Clerk	1	1	0	1	0	1	0	1	1
Order Clerks	2	2	0	2	0	1	0	1	0
Payroll Clerks	3	3	0	2	0	1	0	2	1
General Office Clerks	9	8	4	4	0	3	1	2	1
Shipping Clerks	2	2	0	1	0	0	0	1	1
Stock Clerks	6	1	0	0	0	0	4	0	0
Chief Clerk	1	1	0	0	0	0	0	0	0
Receiving Clerk	1	1	0	0	0	0	0	0	0
Total	25	19	4	10	0	6	5	7	4
<u>Miscellaneous Office Positions</u>									
Cashiers (Office)	3	3	3	0	0	0	1	1	0
Bank Tellers	5	5	0	0	0	0	0	5	0
Bus Agent	1	1	0	0	0	0	0	0	0
Purchasing Agent	1	1	0	1	0	1	0	0	0
Collectors	2	2	0	0	0	0	0	1	0
Deputy	1	0	0	0	0	0	0	0	0
Blkg Machine Operator	1	1	0	1	0	0	0	1	1
Comptometer Operator	1	1	0	1	0	1	0	1	0
Total	15	14	3	3	0	2	1	9	1

TABLE XIX (CONTINUED)

NUMBER OF EMPLOYEES OPERATING VARIOUS TYPES OF BUSINESS MACHINES
IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Adding Machine	Mimeo- graph	Calcu- lator	Liquid Process Duplicator	Comp- tometer	Cash Register	Check Writer	Address- ing Machine
<u>Selling Positions</u>									
Retail Salesmen	139	59	0	0	0	1	107	0	0
Wholesale Salesmen	8	8	0	0	0	0	8	0	0
Insurance Salesmen	2	0	0	0	0	0	0	0	0
Soda Fountain Workers	3	1	0	0	0	0	3	0	0
Total	152	68	0	0	0	1	118	0	0
<u>Miscellaneous Store Positions</u>									
Cashiers (Store)	3	3	0	0	0	0	3	0	0
Delivery Men	5	2	0	0	0	0	3	0	0
Total	8	5	0	0	0	0	6	0	0
<u>Managerial Positions</u>									
Office Managers	5	3	0	2	0	1	1	3	1
Managers (Retail Store)	17	17	0	1	0	1	13	3	0
Assistant Managers (Retail Store)	5	4	0	0	0	0	4	2	0
Total	27	24	0	3	0	2	18	8	1
Total	291	189	15	25	4	14	171	50	8

This table should be read as follows: Three accountants operate the adding machine in performing their duties. One accountant operates the Mimeograph.

CHAPTER III
RECORD KEEPING POSITIONS

The data concerning record keepers are analyzed in this chapter for the purpose of showing the number employed, sex preference, minimum age, experience and educational requirements, turnover, and selected duties performed.

The 1940 census gives the number of bookkeepers and accountants in the United States as 856,448. Of this number 410,243, or 47.9 per cent, are men and 446,205, or 52.1 per cent are women.¹

Number Employed in Record Keeping Positions. Table XX shows there were 38 record keepers employed in the firms included in this study. Of the 38, 34, or 89.5 per cent, were engaged in full-time employment. Four, or 10.5 per cent, were engaged in part-time employment.

In this study the "position" is one in which the employee performed the majority of his duties and to which the employee devoted most of his working time. In view of this classification, many office workers who are not classified as bookkeepers might perform some record-keeping duties.

Sex Preference. Table XXI shows that three employers expressed preference for male employees for 4 positions as record keepers. Twenty-three employers expressed preference for female employees in 29 positions. Five employers expressed no sex preference for 5 positions.

The ratio of preference for men and women record keepers, in terms of the number of positions affected, was approximately 1 position for men to 7 for women. As has been shown in Table XX, there were 4 male record

¹ Sixteenth Census of the U. S. 1940 Population, U. S. Government Printing Office, Washington, 1943, Volume III, p. 76.

TABLE XX
EMPLOYED RECORD KEEPERS

Positions	Full-time Employees			Part-time Employees			Per Cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
Accountants	2	1	3	0	0	0	100.	0
Bookkeepers	2	29	31	0	4	4	88.6	11.4
Total	4	30	34	0	4	4	89.5	10.5

This table should be read as follows: Two males and one female, or a total of three full-time employees, were employed as accountants.

TABLE XXI
EMPLOYER SEX PREFERENCE FOR RECORD KEEPERS

Position	Number of Employers				Number of Positions			
	M	F	No Pref.	Total	M	F	No Pref.	Total
Accountants	1	1	0	2	2	1	0	3
Bookkeepers	2	22	5	29	2	28	5	35
Total	3	23	5	31	4	29	5	38

This table should be read as follows: One employer expressed a preference for male accountants. Two accountants were employed by the employer who preferred male accountants.

keepers and 34 female record keepers actually employed. The women record keepers employed outnumbered the men record keepers about 8 to 1.

Steinle found in Seminole a total of 99 preferences, and 66 of these were for women. The employers preferred women record keepers 2 to 1. The women record keepers employed were 94 and the men record keepers employed were 42. The women record keepers employed outnumbered men record keepers about 2 to 1.²

Silverthorn found that in Ponca City in 1941 the sex preference for record keepers was rather evenly divided. Of a total of 67 preferences, 32 were for women. The women record keepers employed were 71 and the men record keepers employed were 277. The men record keepers employed outnumbered women record keepers about 4 to 1.³

Minimum Age Requirements for Record Keepers. Employers required a minimum employment age of 18 or under of their employees for 22 positions (Table XXII). Employers gave the minimum employment age of 19 to 21, inclusive, for 6 of the positions. Employers gave the minimum employment age over 21 for 1 position. No minimum age was specified by employers for 9 record-keeping positions.

Experience Requirements for Record Keepers. Twenty of the 38 record-keeping positions did not require experience as a requisite for employment, but for the other 18 experience was a requirement (Table XXIII). For 2 accountants, experience was required, but for 1 accountant experience was not required. For 16, or 45.7 per cent, of the bookkeeping positions experience was required; but for 19, or 54.3 per cent, of the bookkeeping positions experience was not required.

² Sam Steinle, "Business Occupational Opportunity Survey of Seminole," Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1948.

³ James Edwin Silverthorn, "Business Occupational Opportunity Survey of Ponca City," Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1941.

TABLE XXII

MINIMUM AGE REQUIREMENTS FOR RECORD KEEPERS

Position	No		16		17		18		19		21		45	
	Minimum Age		M	F	M	F	M	F	M	F	M	F	M	F
	Specified		M	F	M	F	M	F	M	F	M	F	M	F
Accountants				1		2								
Bookkeepers	9		2		3	2	12		1		5		1	
Total	9		3		3	4	12		1		5		1	

This table should be read as follows: In one position of accountant held by a woman, the minimum age requirement for new women employees is 16 years.

TABLE XXIII

NUMBER OF RECORD-KEEPING POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED OR IS NOT REQUIRED FOR NEW EMPLOYEES

Position	Experience			Experience		
	Required			Not Required		
	M	F	T	M	F	T
Accountants	2	0	2	0	1	1
Bookkeepers	2	14	16	0	19	19
Total	4	14	18	0	20	20

This table should be read as follows: In two positions of accountant held by men, experience is required of new employees.

Educational Requirements. Table XXIV shows the educational requirements for new record keepers. Thirty-three, or 87 per cent, of the positions for record keepers required high school graduation as the minimum educational requirement. Employers for three record keeping positions required some college training while employers for two record keeping positions required less than high school graduation as the minimum educational requirement.

Turnover. Table XXV gives the number of record keepers newly employed, the number separated from their jobs, and the percentage of turnover for the last 12 months. Thirteen record keepers were newly employed and six were separated from their jobs, resulting in 6 replacements, or a 17.4 per cent turnover of record keepers.

Selected Duties Performed by Record Keepers. Table XXVI shows the number of record keepers performing selected duties in the 80 offices and stores surveyed. Of the total 38 record keepers reported, 24, or 63 per cent, type; 38, or 100 per cent, file; 17, or 45 per cent, take dictation and transcribe; 38, or 100 per cent, apply knowledge of bookkeeping principles and practices; and 25, or 66 per cent, sell.

Table XXVII gives the number of record keepers operating various types of business machines in the 80 offices and stores surveyed. Of the 38 record keepers reported, 36, or 95 per cent, operate the adding machine; 2, or 5 per cent, operate the Mimeograph; 7, or 18 per cent, operate the calculator; 3, or 8 per cent, operate the comptometer; 20, or 59 per cent, operate the cash register; 15, or 39 per cent, operate the check writer; and one, or 3 per cent, operates the addressing machine.

In view of the duties performed by record keepers, it would be valuable for a student planning to enter the field of bookkeeping also to be able to perform the following office or store duties: type, file, sell, operate the adding machine, and operate the cash register.

TABLE XXIV
 MINIMUM EDUCATIONAL REQUIREMENTS
 FOR NEW RECORD KEEPERS

Position	New employee must have completed									
	Grade		High School				College		Business College	
	8		10		12		2		4	
	M	F	M	F	M	F	M	F	M	F
Accountants					2		1			
Bookkeepers	1		1	2	29			1		1
Total	1		1	4	29		1	1		1

This table should be read as follows: In two positions of accountant held by men, high school graduation is required for new employees.

TABLE XXV

NUMBER OF RECORD KEEPERS NEWLY EMPLOYED, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	No.	Per cent
Accountants	0	0	0	0	0	0	0	0
Bookkeepers	1	12	13	0	6	6	6	19.
Total	1	12	13	0	6	6	6	17.4

This table should be read as follows: One male and 12 female bookkeepers were newly employed in the last 12 months; 6 female bookkeepers were separated from their jobs. There were 6 replacements, or a 19 per cent turnover of bookkeepers.

TABLE XXVI

NUMBER OF RECORD KEEPERS PERFORMING SELECTED DUTIES
IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Type	File	Take Dictation and Transcribe	Apply Knowledge of Blpg.	Sell
Accountants	3	2	3	1	3	2
Bookkeepers	35	22	35	16	35	23
Total	38	24	38	17	38	25

This table should be read as follows: Of the three accountants, two type.

TABLE XXVII

NUMBER OF RECORD KEEPERS OPERATING VARIOUS TYPES OF BUSINESS
MACHINES IN THE 80 OFFICES AND STORES SURVEYED

Position	Total Employees	Adding Machine	Mimeo- graph	Calcu- lator	Comp- tometer	Cash Register	Check Writer	Addressing Machine
Accountants	3	3	1	1	1	0	1	0
Bookkeepers	35	33	1	6	2	20	14	1
Total	38	36	2	7	3	20	15	1

This table should be read as follows: Three accountants operate the adding machine in performing their duties.

CHAPTER IV

SECRETARIAL POSITIONS

In this chapter, secretarial positions are analyzed. The secretarial positions found in Monett were for secretaries, stenographers, and typists. This chapter gives the number employed, sex preference, minimum age requirements, experience requirements, educational requirements, turnover, and selected duties performed.

The 1940 census gives the number of stenographers, typists, and secretaries in the United States as 1,057,886. Of this number, 988,081, or 93.5 per cent, are women, and 68,805, or 6.5 per cent, are men.¹

Number Employed in Secretarial Positions. Table XXVIII shows 26 secretarial employees. This was 9 per cent of the total 291 employees. There were 9 secretaries, 12 stenographers, and 5 typists. All of these positions were held by women.

That women hold a large percentage of the secretarial positions was shown by the studies made in the three cities of Monett, Seminole, and Ponca City where women filled all of the positions in the first city, and 94 per cent in the other two.

Sex Preference for Secretarial Employees. Table XXIX shows that employers preferred female employees for all secretarial positions. The findings here lead to the conclusion that for local employment in secretarial positions girls should be encouraged to prepare for secretarial positions and boys should be guided into other fields in which there are opportunities for employment.

According to the 1940 census, of the stenographers, typists, and secretaries of the United States, only 6.5 per cent were male employees.

¹ Op. cit., p. 76.

TABLE XXVIII
NUMBER EMPLOYED IN THE SECRETARIAL POSITIONS

Position	Full-time Employees			Part-time Employees			Per Cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
Secretaries	0	8	8	0	1	1	88.9	11.1
Stenographers	0	12	12	0	0	0	100.	0
Typists	0	3	3	0	2	2	60.	40.
Total	0	23	23	0	3	3	88.5	11.5

This table should be read as follows: No males and 8 females, or a total of 8 employees, were employed as full-time secretaries.

TABLE XXIX
EMPLOYER SEX PREFERENCE FOR SECRETARIAL POSITIONS

Position	Number of Employers				Number of Positions			
	M	F	No Pref.	Total	M	F	No Pref.	Total
Secretaries	0	8	0	8	0	9	0	9
Stenographers	0	10	0	10	0	12	0	12
Typists	0	4	0	4	0	5	0	5
Total	0	22	0	22	0	26	0	26

This table should be read as follows: Eight employers expressed a preference for female secretaries. Nine secretaries are employed by the employers who prefer female secretaries.

It is evident, that unless the male secretarial employee becomes specialized, as in court reporting, there will be few employment opportunities for him outside of Monett.

Minimum Age Requirement for Secretarial Positions. Table XXX shows that employers specified the following minimum age requirements for new female employees in the 26 positions held by female secretarial employees at the time of the study. Employers expressed a minimum age requirement of 18 or below for 17 secretarial positions. Employers specified a minimum age requirement of 19 to 21, inclusive, for 4 positions. No minimum age was specified for 5 positions. In view of the age requirements specified by employers, it is probable that the secretarial students will be able to find work in Monett upon high school graduation.

Experience Requirements for Secretarial Positions. Table XXXI shows that for the 26 positions for secretarial employees, employers required experience for 7 of the positions and did not require experience for 19 of the positions. As employers did not require experience for 73 per cent of the positions, it is evident that some students majoring in secretarial work will be able to secure employment on high school graduation.

Educational Requirements for Secretarial Positions. Table XXXII shows that of the 26 secretarial positions, 23, or 88 per cent, required high school graduation as the minimum educational requirement. One position as secretary required 2 years of college training and 2 positions as secretary required business college training.

Turnover. The data in Table XXXIII show that 23 secretarial employees were hired during the last twelve months, while 17 were separated from their jobs. The 17 replacements represent a 69.4 per cent turnover of secretarial employees.

TABLE XXX

MINIMUM AGE REQUIREMENTS FOR SECRETARIAL POSITIONS

Position	No		16		17		18		19		20		21		
	Minimum Age Specified		M	F	M	F	M	F	M	F	M	F	M	F	
	M	F													
Secretaries	4				1		3		1						
Stenographers	1		2				6				2		1		
Typists			2		2		1								
Total	5		4		3		10		1		2		1		

This table should be read as follows: In 4 positions of secretary held by women, no minimum age was specified for new women employees

Table XXXI

NUMBER OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED OR IS NOT REQUIRED FOR NEW SECRETARIAL EMPLOYEES

Position	Experience Required			Experience Not Required		
	M	F	T	M	F	T
Secretaries	0	4	4	0	5	5
Stenographers	0	2	2	0	10	10
Typists	0	1	1	0	4	4
Total	0	7	7	0	19	19

This table should be read as follows: In 4 positions of secretary held by women, experience is required of new employees.

TABLE XXXII

MINIMUM EDUCATIONAL REQUIREMENTS FOR SECRETARIAL POSITIONS

Position	Total Positions	New employee must have completed					
		High School		College		Business College	
		M	F	M	F	M	F
Secretaries	9		6		1		2
Stenographers	12		12				
Typists	5		5				
Total	26		23		1		2

This table should be read as follows: In 6 positions of secretary held by women, high school graduation is required for new employees.

TABLE XXXIII

NEWLY EMPLOYED SECRETARIAL EMPLOYEES, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	Number	Per Cent
Secretaries	0	10	10	0	8	8	8	100.
Stenographers	0	13	13	0	9	9	9	90.
Typists	0	0	0	0	0	0	0	0
Total	0	23	23	0	17	17	17	69.4

This table should be read as follows: During the last 12 months, no males and 10 females, or a total of 10 secretaries, were newly employed; no males and 8 females, or a total of 8 secretaries, were separated from their jobs. There were 8 replacements, or a 100 per cent turnover for secretaries.

Selected Duties Performed by Secretarial Employees. Of the 26 secretarial employees reported, 24, or 92 per cent, type in performing their duties; 23, or 88 per cent, file; 25, or 96 per cent, take dictation and transcribe; 16, or 62 per cent, apply knowledge of bookkeeping principles and practices; 3, or 12 per cent, sell. The details concerning duties performed by the various types of secretarial employees are shown in Table XXXIV.

Table XXXV shows the number of secretarial employees who operate various business machines. Of the 26 secretarial employees, 23, or 88 per cent, operate the adding machine; 6, or 23 per cent, operate the Mimeograph; 2, or 8 per cent, operate the calculator; 4, or 15 per cent, operate the liquid process duplicator; 3, or 12 per cent, operate the cash register; 11, or 42 per cent, operate the check writer, and 1, or 4 per cent, operate the addressing machine.

In view of this information, it is desirable for the secretarial high school students to gain skill in the following: typing, filing, taking dictation and transcribing, bookkeeping, and operating the adding machine. They should have some knowledge of the check writer, Mimeograph, and liquid process duplicator.

TABLE XXXIV

NUMBER OF SECRETARIAL EMPLOYEES PERFORMING SELECTED DUTIES

Position	Type	File	Take Dictation and Transcribe	Apply Knowledge of Bookkeeping	Sell
Secretaries	9	9	9	8	0
Stenographers	10	10	12	5	2
Typists	5	4	4	3	1
Total	24	23	25	16	3

This table should be read as follows: All of the 9 secretaries included in the study type, file, and take dictation and transcribe. Eight apply knowledge of bookkeeping principles and practices, and none sell.

TABLE XXV

NUMBER OF SECRETARIAL EMPLOYEES OPERATING VARIOUS BUSINESS MACHINES

Position	Total Employees	Adding Machine	Mimeograph	Calculator	Liquid Process Duplicator	Cash Register	Check Writer	Addressing Machine
Secretaries	9	9	2	0	1	1	5	0
Stenographers	12	9	3	2	3	2	4	1
Typists	5	5	1	0	0	0	2	0
Total	26	23	6	2	4	3	11	1

This table should be read as follows: Of the 9 secretaries, 9 operate the adding machine in performing their duties.

CHAPTER V

CLERICAL AND MISCELLANEOUS OFFICE POSITIONS

In a study that was made to find out what positions were open to graduates of Easton, Pennsylvania, High School, it was found that of these employees in offices and stores, 45 per cent were employed in clerical positions, 31 per cent were employed in secretarial positions, 12 per cent were engaged in retail selling, and 12 per cent were employed as bookkeepers.¹

The 1940 census gives the number of general clerical workers in the United States as 1,760,000. Of this number 1,026,400, or 64 per cent, are men, and 733,600, or 36 per cent, are women.²

Number of Clerical and Miscellaneous Office Employees. Of the 291 employees, 25, or 9 per cent, hold clerical positions, and 15, or 5 per cent, hold miscellaneous office positions. Thirteen of the clerical employees were females and 12 of the clerical employees were males; 10 of the miscellaneous office positions were held by females, and 5 were held by males. Twenty-two, or 88 per cent, of the clerical positions were full-time while 3, or 12 per cent, of the clerical positions were part-time. Thirteen, or 86.7 per cent, of the miscellaneous office positions were full-time while 2, or 13.3 per cent were part-time.

Table XXXVI shows the number employed in clerical and miscellaneous office positions.

Sex Preference for Clerical and Miscellaneous Office Employees. Table XXXVII shows that 10 employers preferred male employees for 11 clerical positions. Eight employers specified that they preferred female employees for 9 positions as clerical workers. Three employers expressed no preference for 5 clerical positions.

TABLE XXXVI

NUMBER EMPLOYED IN CLERICAL AND
MISCELLANEOUS OFFICE POSITIONS

Position	Full-time Employees			Part-time Employees			Per Cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
<u>Clerical Positions</u>								
Billing Clerk	0	1	1	0	0	0	100.	0
Order Clerk	1	1	2	0	0	0	100.	0
Payroll Clerk	0	3	3	0	0	0	100.	0
General Office Clerk	1	7	8	0	1	1	88.9	11.1
Shipping Clerk	2	0	2	0	0	0	100.	0
Stock Clerk	4	0	4	2	0	2	66.7	33.3
Chief Clerk	1	0	1	0	0	0	100.	0
Receiving Clerk	1	0	1	0	0	0	100.	0
Total	10	12	22	2	1	3	88.	12.
<u>Miscellaneous Office Positions</u>								
Cashiers (in offices)	0	2	2	0	1	1	66.7	33.3
Bank Tellers	2	3	5	0	0	0	100.	0
Bus Agent	0	1	1	0	0	0	100.	0
Purchasing Agent	0	1	1	0	0	0	100.	0
Collectors	1	0	1	1	0	1	50.	50.
Deputy	1	0	1	0	0	0	100.	0
Bookkeeping Machine Operator	0	1	1	0	0	0	100.	0
Comptometer Operator	0	1	1	0	0	0	100.	0
Total	4	9	13	1	1	2	86.7	13.3

This table should be read as follows: No males and one female were employed as full-time billing clerk.

TABLE XXXVII

PREFERENCE BY SEX FOR NEW EMPLOYEES IN CLERICAL AND MISCELLANEOUS
OFFICE POSITIONS AS EXPRESSED BY EMPLOYERS

Position	Number of Employers				Number of Positions			
	M	F	No Pref.	Total	M	F	No Pref.	Total
<u>Clerical Positions</u>								
Billing Clerk	0	1	0	1	0	1	0	1
Order Clerk	1	1	0	2	1	1	0	2
Payroll Clerk	0	2	1	3	0	2	1	3
General Office	0	4	2	6	0	5	4	9
Shipping Clerk	2	0	0	2	2	0	0	2
Stock Clerk	5	0	0	5	6	0	0	6
Chief Clerk	1	0	0	1	1	0	0	1
Receiving Clerk	1	0	0	1	1	0	0	1
Total	10	8	3	21	11	9	5	25
<u>Miscellaneous Office Positions</u>								
Cashiers (Office)	0	2	0	2	0	3	0	3
Bank Tellers	1	0	0	1	5	0	0	5
Bus Agent	0	0	1	1	0	0	1	1
Purchasing Agent	0	1	0	1	0	1	0	1
Collectors	2	0	0	2	2	0	0	2
Deputy	1	0	0	1	1	0	0	1
Bookkeeping Machine Operator	0	0	1	1	0	0	1	1
Comptometer Operator	0	1	0	1	0	1	0	1
Total	4	4	2	10	8	5	2	15

This table should be read as follows: One employer expressed a preference for female billing clerks. One billing clerk was employed by the employer who preferred female billing clerks.

Four employers preferred male employees for 8 miscellaneous office positions while 4 employers preferred female employees for 5 miscellaneous office positions. Two employers expressed no preference for 2 miscellaneous office positions.

Minimum Age Requirement for Clerical and Miscellaneous Office

Employees. Employers expressed a minimum age requirement of 18 or below for 15 clerical positions (Table XXVIII). Employers expressed a minimum age of 19 to 21, inclusive, for 6 positions and a minimum age of over 21 for 3 positions. No minimum age was specified by employers for 1 clerical position.

Employers expressed a minimum age of 18 or below for 11 miscellaneous office positions and a minimum age of 19 to 21, inclusive, for 4 positions.

Experience Requirement for Clerical and Miscellaneous Office

Employees. Table XXXIX shows that experience was not required for 20, or 80 per cent, of the clerical positions. Employers required experience for 5, or 20 per cent, of the clerical positions.

Experience was required for 4 miscellaneous office positions. Experience was not required for 11 miscellaneous office positions. In view of the requirements, it is evident that many of the clerical and miscellaneous office positions may be held by high school graduates.

Educational Requirements for Clerical and Miscellaneous Office

Employees. Table XI shows the minimum educational requirements for clerical and miscellaneous office employees. Employers required completion of the eighth grade for 3 clerical positions, and high school graduation for the other 22 clerical positions.

Employers required high school graduation for 14 of the miscellaneous office positions. One employer specified 2 years of college training for the one position of purchasing agent. Thus, 39, or 97.5 per cent, of the

TABLE XXVIII

MINIMUM AGE REQUIREMENTS FOR CLERICAL AND
MISCELLANEOUS OFFICE EMPLOYEES

Position	No		16		17		18		19		20		21		25		35		
	Minimum Age Specified		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
	M	F																	
<u>Clerical</u>																			
Billing Clerk			1																
Order Clerk			1			1													
General Office							1				1	1	3		2			1	
Shipping Clerk			1			1													
Stock Clerk						6													
Chief Clerk	1																		
Receiving Clerk			1																
Payroll Clerk						1		1					1						
Total	1		8	3		2	2			1	1	4		2				1	
<u>Miscellaneous Office</u>																			
<u>Positions</u>																			
Bank Tellers							2	3											
Collectors							1					1							
Deputy										1									
Bookkeeping Machine																			
Operator													1						
Cashiers (Office)			2				1												
Bus Agent														1					
Purchasing Agent			1																
Comptometer Operator			1																
Total			4			3	4			1		2	1						

This table should be read as follows: In one position of billing clerk held by a woman, the minimum age requirement for new women employees is 16 years.

TABLE XXXIX

NUMBER OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED
OR IS NOT REQUIRED FOR NEW CLERICAL AND MISCELLANEOUS OFFICE
EMPLOYEES

Position	Experience Required			Experience Not Required		
	M	F	T	M	F	T
<u>Clerical Positions</u>						
Billing Clerk	0	0	0	0	1	1
Order Clerk	0	0	0	1	1	2
Payroll Clerk	0	1	1	0	2	2
General Office	0	1	1	1	7	8
Shipping Clerk	0	0	0	2	0	2
Stock Clerk	1	0	1	5	0	5
Chief Clerk	1	0	1	0	0	0
Receiving Clerk	1	0	1	0	0	0
Total	3	2	5	9	11	20
<u>Miscellaneous Office Positions</u>						
Cashiers (Office)	0	1	1	0	2	2
Bank Tellers	0	0	0	2	3	5
Bus Agent	0	1	1	0	0	0
Purchasing Agent	0	1	1	0	0	0
Collectors	1	0	1	1	0	1
Deputy	0	0	0	1	0	1
Bookkeeping Machine Operator	0	0	0	1	0	1
Comptometer Operator	0	0	0	0	1	1
Total	1	3	4	5	6	11

This table should be read as follows: In one position of billing clerk held by a woman, experience is not required of new employees.

TABLE XL
 MINIMUM EDUCATIONAL REQUIREMENTS NEW EMPLOYEES
 MUST HAVE COMPLETED

Position	Grade 8		High School 12		College 2	
	M	F	M	F	M	F
	<u>Clerical Positions</u>					
Billing Clerk				1		
Order Clerk			1	1		
Payroll Clerk				3		
General Office			1	8		
Shipping Clerk			2			
Stock Clerk	3		3			
Chief Clerk			1			
Receiving Clerk			1			
Total	3		9	13		
<u>Miscellaneous Office Positions</u>						
Cashiers (Office)				3		
Bank Tellers			2	3		
Bus Agent				1		
Purchasing Agent						1
Collectors			2			
Deputy			1			
Bookkeeping Machine Operator			1			
Comptometer Operator				1		
Total			6	8		1

This table should be read as follows: In one position of billing clerk held by a woman, high school graduation is required of new employees.

40 clerical and miscellaneous office positions may be held by high school graduates in so far as minimum educational requirements are concerned.

Turnover for Clerical and Miscellaneous Office Employees. Table XLI shows 15 clerical employees newly employed and 6 separated from their jobs, resulting in 6 replacements, or a 29.3 per cent turnover of clerical employees.

There were 12 newly employed persons in miscellaneous office positions, while only 4 were separated from their jobs, resulting in 4 replacements, or a 36.4 per cent turnover.

Selected Duties Performed. Of the 25 clerical employees reported, 16, or 64 per cent, type; 13, or 52 per cent, file; 4, or 16 per cent, take dictation and transcribe; 12, or 48 per cent, apply knowledge of bookkeeping principles and practices; 9, or 36 per cent, sell (Table XLII).

Of the 15 miscellaneous office employees reported, 8, or 53 per cent, type; 8, or 53 per cent, file; 3, or 20 per cent, take dictation and transcribe; 14, or 93 per cent apply knowledge of bookkeeping principles and practices; 1, or 7 per cent, sells.

Table XLIII shows that of the 25 clerical employees reported, 19 operate the adding machine, 4 operate the Mimeograph, 10 operate the calculator, 6 operate the comptometer, 5 operate the cash register, 7 operate the check writer, and 4 operate the addressing machine.

Of the 15 miscellaneous office employees reported by employers, 13 operate the adding machine, 3 operate the Mimeograph, 3 operate the calculator, 2 operate the comptometer, 1 operates the cash register, 9 operate the check writer, and 1 operates the addressing machine.

TABLE XII

NUMBER OF NEWLY EMPLOYED CLERICAL AND MISCELLANEOUS OFFICE
EMPLOYEES, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE
OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	Number	Per Cent
<u>Clerical Positions</u>								
Billing Clerk	0	1	1	0	1	1	1	100.
Order Clerk	1	1	2	0	1	1	1	66.7
Payroll Clerk	0	2	2	0	0	0	0	0
General Office	0	7	7	0	2	2	2	30.8
Shipping Clerk	1	0	1	0	0	0	0	0
Stock Clerk	1	0	1	1	0	1	1	16.7
Chief Clerk	0	0	0	0	0	0	0	0
Receiving Clerk	1	0	1	1	0	1	1	100.
Total	4	11	15	2	4	6	6	29.3
<u>Miscellaneous Office Positions</u>								
Cashiers (Office)	0	3	3	0	2	2	2	80
Bank Tellers	1	0	1	0	0	0	0	0
Bus Agent	0	1	1	0	0	0	0	0
Purchasing Agent	0	0	0	0	0	0	0	0
Collectors	4	0	4	1	0	1	1	200.
Deputy	1	0	1	1	0	1	1	100.
Bookkeeping Machine Operator	1	0	1	0	0	0	0	0
Comptometer Operator	0	1	1	0	0	0	0	0
Total	7	5	12	2	2	4	4	36.4

This table should read as follows: One female billing clerk was newly employed and one female billing clerk was separated from the position in the last 12 months. There was one replacement, or a 100 per cent turnover for billing clerk.

TABLE XLII

NUMBER OF CLERICAL AND MISCELLANEOUS OFFICE
EMPLOYEES PERFORMING SELECTED DUTIES

Position	Type	File	Take Dictation and Transcribe	Apply Knowledge of Bookkeeping	Sell
<u>Clerical Positions</u>					
Billing Clerk	1	0	1	0	0
Order Clerk	2	0	1	1	1
Payroll Clerk	3	3	1	3	1
General Office	8	8	1	6	1
Shipping Clerk	1	1	0	1	0
Stock Clerk	0	0	0	0	5
Chief Clerk	0	1	0	1	1
Receiving Clerk	1	0	0	0	0
Total	16	13	4	12	9
<u>Miscellaneous Office</u>					
<u>Position</u>					
Cashier (Office)	3	3	1	3	0
Bank Tellers	1	0	0	5	0
Bus Agent	0	1	0	1	0
Purchasing Agent	1	1	1	1	0
Collectors	0	0	0	2	0
Deputy	1	1	0	1	0
Bookkeeping Machine Operator	1	1	0	1	1
Comptometer Operator	1	1	1	0	0
Total	8	8	3	14	1

This table should be read as follows: One billing clerk types in performing his duties.

TABLE XLIII

NUMBER OF CLERICAL AND MISCELLANEOUS OFFICE EMPLOYEES
OPERATING VARIOUS BUSINESS MACHINES

Position	Total Employees	Adding Machine	Mimeo- graph	Calcu- later	Comp- tometer	Cash Register	Check Writer	Addressing Machine
<u>Clerical Positions</u>								
Billing Clerk	1	1	0	1	1	0	1	1
Order Clerk	2	2	0	2	1	0	1	0
Payroll Clerk	3	3	0	2	1	0	2	1
General Office	9	8	4	4	3	1	2	1
Shipping Clerk	2	2	0	1	0	0	1	1
Stock Clerk	6	1	0	0	0	4	0	0
Chief Clerk	1	1	0	0	0	0	0	0
Receiving Clerk	1	1	0	0	0	0	0	0
Total	25	19	4	10	6	5	7	4
<u>Miscellaneous Office Positions</u>								
Cashiers (Office)	3	3	3	0	0	1	1	0
Bank Tellers	5	5	0	0	0	0	5	0
Bus Agent	1	0	0	0	0	0	0	0
Purchasing Agent	1	1	0	1	1	0	0	0
Collectors	2	2	0	0	0	0	1	0
Deputy	1	0	0	0	0	0	0	0
Bookkeeping Machine Operator	1	1	0	1	0	0	1	1
Comptometer Operator	1	1	0	1	1	0	1	0
Total	15	13	3	3	2	1	9	1

This table should be read as follows: One billing clerk operates the adding machine.

CHAPTER VI

SELLING AND MISCELLANEOUS STORE POSITIONS

Haas says concerning the number of people gainfully employed in selling and store occupations:

Researches and surveys have shown that almost 9,000,000 persons, or one out of every eight persons gainfully employed, are engaged in distributive occupations.

More than 130,000 youths between the ages of eighteen and nineteen and 150,000 between the ages of twenty and twenty-four enter employment in the distribution field each year.¹

Number Employed in Selling and Miscellaneous Store Positions. Table XLIV shows 152 employees engaged in selling positions and 8 engaged in miscellaneous store positions. One hundred twenty-one full-time employees and 31 part-time employees were employed in the 152 selling positions. Employees in all 8 miscellaneous store positions were full-time employees.

Sex Preference of Employers for Selling and Miscellaneous Store Positions. Table XLV shows the employer preference for selling and miscellaneous store positions by sex. Thirty-six employers specified a preference for male employees in 88 selling positions, while 11 employers specified a preference for female employees in 51 selling positions. No preference was specified by employers for 13 selling positions. Five employers specified a preference for male employees in 5 miscellaneous store positions while 3 employers specified a preference for female employees in 3 miscellaneous store positions.

Several employers in retail stores expressed a different sex preference for different departments of a retail store. If it was a men's clothing department, then a man was preferred; if it was a women's clothing department, then a woman was preferred for that department.

¹ Kenneth B. Haas, Distributive Education, p. 5.

TABLE XLIV

NUMBER EMPLOYED IN SELLING AND
MISCELLANEOUS STORE POSITIONS

Position	Full-time Employees			Part-time Employees			Per Cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
<u>Selling Positions</u>								
Retail Salesmen (in stores)	69	39	108	10	21	31	77.7	22.3
Wholesale Salesmen	8	0	8	0	0	0	100.	0
Insurance Salesmen	2	0	2	0	0	0	100.	0
Soda Fountain Workers	2	1	3	0	0	0	66.7	33.3
Total	81	40	121	10	21	31	79.6	20.4
<u>Miscellaneous Store Positions</u>								
Cashiers (stores)	0	3	3	0	0	0	100.	0
Delivery Men	5	0	5	0	0	0	100.	0
Total	5	3	8	0	0	0	100.	0

This table should be read as follows: Sixty-nine males and 39 females, or a total of 108, were employed as full-time retail salesmen in stores.

TABLE XLV

PREFERENCES FOR NEW SELLING AND STORE
EMPLOYEES BY SEX AS EXPRESSED BY EMPLOYERS

Position	Number of Employers				Number of Positions			
	M	F	Pref.	Total	M	F	Pref.	Total
<u>Selling Positions</u>								
Retail Salesmen (in stores)	30	10	5	45	76	50	13	139
Wholesale Salesmen	4	0	0	4	8	0	0	8
Insurance Salesmen	1	0	0	1	2	0	0	2
Soda Fountain Workers	1	1	0	2	2	1	0	3
Total	36	11	5	52	88	51	13	152
<u>Miscellaneous Store Positions</u>								
Cashiers (Store)	0	3	0	3	0	3	0	3
Delivery Men	5	0	0	5	5	0	0	5
Total	5	3	0	8	5	3	0	8

This table should be read as follows: Thirty employers expressed a preference for male retail salesmen in stores. Seventy-six retail salesmen in stores were employed by the employers who preferred male retail salesmen.

Minimum Age Requirements for Selling and Miscellaneous Store Positions. Employers required a minimum employment age of 18 or under of their employees for 95 selling positions (Table XLVI). Employers gave minimum employment ages of 19 to 21, inclusive, for 18 of the positions. Employers gave the minimum employment ages of over 21 for 7 positions. No minimum age was specified for 32 selling positions.

Employers specified the minimum employment age of 18 or under for 4 miscellaneous office positions. Employers specified a minimum age of 19 to 21, inclusive, for 3 positions. No minimum age was specified for 1 miscellaneous office position.

Experience Requirements for Selling and Miscellaneous Store Positions. Table XLVII shows the number of positions in which employment experience was required or was not required for new employees in selling and miscellaneous store positions. Employers required experience for 45 selling positions and 1 miscellaneous store position. Experience was not required for 107 selling positions and 7 miscellaneous store positions.

Educational Requirements for Selling and Miscellaneous Store Positions. Table XLVIII shows the minimum educational requirements for new selling and miscellaneous store employees. Employers required high school graduation as a minimum educational requirement for 72 selling positions. Employers required less than high school graduation as the minimum educational requirement for 64 selling positions. No minimum educational requirement was specified for 16 selling positions. Employers indicated that they required high school graduation as a minimum educational requirement for 4 miscellaneous store positions and a minimum educational requirement of less than high school graduation for 3 positions. No minimum educational requirement was stated by employers for 1 miscellaneous store position.

TABLE XLVI
 MINIMUM AGE REQUIREMENTS FOR SELLING
 AND MISCELLANEOUS STORE POSITIONS

Position	No		Minimum Age Specified by Employer													
	Minimum Age Specified		16	17	18	19	20	21	24	25	30					
	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
<u>Selling Positions</u>																
Retail Salesmen (in stores)	18	8	17	22	2	3	29	16	2	8	6	1	3	2	2	
Wholesale Salesmen	4					3		1								
Insurance Salesmen	2															
Soda Fountain Workers			2			1										
Total	24	8	19	22	2	3	32	17	2	1	8	6	1	3	2	2
<u>Miscellaneous Store Positions</u>																
Cashiers (Stores)	1				2											
Delivery Men			2				1		2							
Total	1		2	2			1		2							

This table should be read as follows: No minimum age was specified for new employees in 18 positions as retail salesmen that were held by male employees.

TABLE XIVII

NUMBER OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED
OR IS NOT REQUIRED FOR NEW SELLING AND MISCELLANEOUS STORE POSITIONS

Position	Experience Required			Experience Not Required		
	M	F	T	M	F	T
<u>Selling Position</u>						
Retail Salesmen (in stores)	22	18	40	57	42	99
Wholesale Salesmen	4	0	4	4	0	4
Insurance Salesmen	0	0	0	2	0	2
Soda Fountain Workers	0	1	1	2	0	2
Total	26	19	45	65	42	107
<u>Miscellaneous Store Positions</u>						
Cashiers (Store)	0	1	1	0	2	2
Delivery Man	0	0	0	5	0	5
Total	0	1	1	5	2	7

This table should be read as follows: In 22 positions for retail salesmen that were held by men, experience is required of new employees.

TABLE XLVIII

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW SELLING AND MISCELLANEOUS
STORE POSITIONS

Position	No Requirement Specified		Grade 8		9		High School					
	M	F	M	F	M	F	10		11		12	
							M	F	M	F	M	F
<u>Selling Positions</u>												
Retail Salesmen (in stores)	10	6	26	14	4	2	3	1	12	35	26	
Wholesale Salesmen												8
Insurance Salesmen												2
Soda Fountain Workers									2			1
Total	10	6	26	14	4	2	3	3	12	45	27	
<u>Miscellaneous Store Positions</u>												
Cashiers (Store)		1		1								1
Delivery Men			2								3	
Total		1	2	1							3	1

This table should be read as follows: No educational requirements were specified for new employees in 10 positions as retail store salesmen that were held by male employees.

Turnover for Selling and Miscellaneous Store Positions. Table XLIX shows 151 newly employed selling employees. Of this number, 141 were retail salesmen. Ninety-five selling employees were separated from their jobs, which resulted in 95 replacements, or a 76.6 per cent, turnover of selling employees. There were 6 newly employed miscellaneous store employees and 3 separated from their jobs, which resulted in 3 replacements, or a 46.2 per cent turnover of miscellaneous store employees.

Selected Duties Performed by Selling and Miscellaneous Store Employees. Table L shows the number of selling and miscellaneous store employees performing selected duties. Of 152 employees reported in selling positions, 10 type, 15 file, 10 apply knowledge of bookkeeping, and 152 sell. Of 8 miscellaneous store employees, 1 files, 1 applies knowledge of bookkeeping, and 8 sell. Table LI shows the number of selling and miscellaneous store employees operating various business machines. Of the 152 selling employees, 68 operate the adding machine, 1 operates the comptometer, and 118 operate the cash register. Of the 8 miscellaneous store employees, 5 operate the adding machine, and 6 operate the cash register.

TABLE XLIX

NUMBER OF SELLING AND MISCELLANEOUS STORE EMPLOYEES, NUMBER SEPARATED FROM THEIR JOBS, AND PERCENTAGE OF TURNOVER FOR THE LAST 12 MONTHS

Position	Newly Employed			Separated			Total Turnover	
	M	F	T	M	F	T	Number	Per Cent
<u>Selling Positions</u>								
Retail Salesmen (in stores)	77	64	141	38	51	89	89	78.8
Wholesale Salesmen	6	0	6	4	0	4	4	57.1
Insurance Salesmen	2	0	2	0	0	0	0	0
Soda Fountain Workers	2	0	2	2	0	2	2	66.7
Total	87	64	151	44	51	95	95	76.6
<u>Miscellaneous Store Positions</u>								
Cashiers (store)	0	3	3	0	2	2	2	80.
Delivery Men	3	0	3	1	0	1	1	25.
Total	3	3	6	1	2	3	3	46.2

This table should be read as follows: Seventy-seven males and 64 females, or 141 retail salesmen, were newly employed in the last 12 months; 38 males and 51 females, or 89 retail salesmen were separated from their jobs in the last 12 months. There were 89 replacements, and a 78.8 per cent turnover.

TABLE I
 NUMBER OF SELLING AND MISCELLANEOUS STORE EMPLOYEES PERFORMING
 SELECTED DUTIES

Position	Total Employees	Type	File	Take Dictation and Transcribe	Apply Knowledge of Bookkeeping	Sell
<u>Selling Positions</u>						
Retail Salesmen (in stores)	139	10	14	0	9	139
Wholesale Salesmen	8	0	0	0	0	8
Insurance Salesmen	2	0	0	0	0	2
Soda Fountain Workers	3	0	1	0	1	3
Total	152	10	15	0	10	152
<u>Miscellaneous Store Positions</u>						
Cashier (Store)	3	0	1	0	1	3
Delivery Men	5	0	0	0	0	5
Total	8	0	1	0	1	8

This table should be read as follows: Of 139 retail salesmen in stores, 10 type and 14 file in performing their duties.

TABLE LI
 NUMBER OF SELLING AND MISCELLANEOUS STORE EMPLOYEES OPERATING
 VARIOUS BUSINESS MACHINES

Position	Total Employees	Adding Machine	Comp- tometer	Cash Register
<u>Selling Positions</u>				
Retail Salesmen (in stores)	139	59	1	107
Wholesale Salesmen	8	8	0	8
Insurance Salesmen	2	0	0	0
Soda Fountain Workers	3	1	0	3
Total	152	68	1	118
<u>Miscellaneous Store Positions</u>				
Cashiers (Store)	3	3	0	3
Delivery Men	5	2	0	3
Total	8	5	0	6

This table should be read as follows: Of 139 retail salesmen in stores, 59 operate the adding machine in performing their duties.

CHAPTER VII

MANAGERIAL POSITIONS

The managerial positions consisted of five office managers, 17 managers in retail stores, and five assistant managers of retail stores. All 27 were employed full time (Table LII).

Sex Preference for Managerial Positions: Table LIII shows the sex preference of employers. There were 23 employers that preferred male employees for the following positions: three office managers, 15 managers in retail stores, five assistant managers in retail stores. One employer preferred a female employee for one position as retail store manager and three employers had no sex preference for two positions as office managers, and one manager in stores.

Minimum Age Requirements for Managerial Positions. Table LIV shows the minimum age requirements for new employees in managerial positions. Employers required a minimum age of 18 or under for 4 managerial positions. Employers required a minimum age of 19 to 21, inclusive, for 14 positions while other employers required a minimum age of over 21 for 5 positions. No minimum age was specified by employers for 4 positions.

Experience Requirement for Managerial Positions. Table LV shows the extent to which experience was required or not required for managerial positions. Of the 27 managerial positions, employers required experience for 21, or 77.8 per cent, while employers did not require experience for 6, or 22.2 per cent. Of the 21 positions for which employers required experience, 4 were office managers, 15 were managers in retail stores, and 2 were assistant managers in stores.

Educational Requirements for managerial positions. Employers required high school graduation as the minimum educational requirement for 18, or

TABLE LII
NUMBER EMPLOYED IN MANAGERIAL POSITIONS

Position	Full-time Employees			Part-time Employees			Per Cent of Total	
	M	F	T	M	F	T	Full-time	Part-time
Office Managers	4	1	5	0	0	0	100.	0
Managers (Retail Stores)	14	3	17	0	0	0	100.	0
Assistant Managers (in stores)	5	0	5	0	0	0	100.	0
Total	23	4	27	0	0	0	100.	0

This table should be read as follows: Four males and one female, or a total of five office managers, were employed as full-time office managers.

TABLE LIII
PREFERENCES FOR NEW MANAGERIAL EMPLOYEES BY SEX AS EXPRESSED
BY EMPLOYERS

Position	Number of Employers				Number of Positions			
	M	F	No Pref.	Total	M	F	No Pref.	Total
Office Managers	3	0	2	5	3	0	2	5
Managers (in stores)	15	1	1	17	15	1	1	17
Assistant Managers (in stores)	5	0	0	5	5	0	0	5
Total	23	1	3	27	23	1	3	27

This table should be read as follows: Three employers expressed a preference for male office managers. Three office managers were employed by the employers who preferred male office managers.

TABLE LIV
MINIMUM AGE REQUIREMENTS FOR MANAGERIAL POSITIONS

Position	No Minimum Age Specified		Minimum Age Specified by Employer														
			16		17		18		21		25		30				
	M	F	M	F	M	F	M	F	M	F	M	F	M	F			
Office Managers Managers (in stores)	3	1	1		1	1			2				8		1	3	1
Assistant Managers (in stores)			1						4								
Total	3	1	2		1	1			14						1	3	1

This table should be read as follows: In one position of office manager held by a man the minimum age requirement for new men employees is 16 years.

TABLE LV
**NUMBER OF POSITIONS IN WHICH EMPLOYMENT EXPERIENCE IS REQUIRED
OR IS NOT REQUIRED FOR MANAGERIAL POSITIONS**

Position	Experience Required			Experience Not Required		
	M	F	T	M	F	T
Office Managers Managers (in stores)	4	0	4	0	1	1
Assistant Managers (in stores)	12	3	15	2	0	2
Total	2	0	2	3	0	3
Total	18	3	21	5	1	6

This table should be read as follows: Experience is required for 4 positions as office manager that were held by male employees.

66.7 per cent, of the managerial positions (Table LVI). Employers required 2 years of college training for 7, or 25.9 per cent, of the positions.

Turnover. There were 3 office managers and 1 manager in stores newly employed in the last 12 months. There were no separations, and there was, therefore, no turnover.

Selected Duties Performed by Managerial Employees. Table LVII shows the selected duties performed by managerial employees. Of the 27 managerial employees, 19 type, 20 file, 1 takes dictation and transcribes, 23 apply knowledge of bookkeeping principles and practices, and 24 sell. Table LVIII shows the number of employees who operate various types of business machines. Of the 27 managerial employees, 24 operate the adding machine, 3 operate the calculator, 2 operate the comptometer, 18 operate the cash register, 8 operate the check writer, and 1 operates the addressing machine.

TABLE LVI

MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW MANAGERIAL EMPLOYEES

Position	Grade 8		High School				College 2	
			10		12			
	M	F	M	F	M	F	M	F
Office Managers					1	1	3	
Managers (in stores)	1		1		9	2	3	1
Assistant Managers (in stores)					5			
Total	1		1		15	3	6	1

This table should be read as follows: High school graduation was required as the minimum educational requirement for one position as office manager that was held by a male employee.

TABLE LVII
NUMBER OF MANAGERIAL EMPLOYEES PERFORMING SELECTED DUTIES

Position	Type	File	Take Dictation and Transcribe	Apply Knowledge of Bookkeeping	Sell
Office Managers	2	2	0	3	2
Managers (in stores)	14	15	1	17	18
Assistant Managers (in stores)	3	3	0	3	4
Total	19	20	1	23	24

This table should be read as follows: Two office managers type in performing their duties.

TABLE LVIII
NUMBER OF MANAGERIAL EMPLOYEES OPERATING VARIOUS TYPES OF
BUSINESS MACHINES

Position	Adding Machine	Calcu- lator	Comp- tometer	Cash Register	Check Writer	Address- ing Machine
Office Manager	3	2	1	1	3	1
Managers (in stores)	17	1	1	13	3	0
Assistant Managers (in stores)	4	0	0	4	2	0
Total	24	3	2	18	8	1

This table should be read as follows: Three office managers operate the adding machine in performing their duties.

CHAPTER VIII

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

General Findings

The findings of this study are summarized in the following statements:

1. Of the 105 firms on the original list, 25 had no employees other than members of the owners' families. Fifty-three of the 80 firms with employees other than members of the owner's family employed only one, two, or three persons.

2. The 80 firms employed 291 employees who were engaged in office, store, and managerial positions. Of the 291 employees, 106 were engaged in office positions, 158 were engaged in store positions, and 27 were engaged in managerial positions.

3. Of the 291 employed persons, 141 were male employees and 150 were female employees.

4. There were 248 full-time employees and 43 part-time employees.

5. About one-half of the employees were engaged in retail store selling. More male employees were engaged in retail store selling than female employees.

6. About three-fourths of the office positions were held by female employees, while all secretarial positions were held by female employees.

7. Employers required a minimum employment age of 18 or under in 168 positions.

8. Eighty-one employers expressed a sex preference for male employees in 139 positions, and 72 employers expressed a sex preference for female employees in 124 positions. Eighteen employers stated no sex preference for 28 positions.

9. Employers required experience of newly employed persons for 101 positions, but experience was not required of newly employed persons for 190 positions.

10. High school graduation or less was the minimum educational requirement designated by employers for newly employed persons in 259 positions.

11. For the last 12 months, there were 224 newly employed persons; 131 separated from their jobs; and 131 replacements, which resulted in a 53.6 per cent turnover for all of the employees in this survey.

12. Of the 291 employees, 222 reported that they sell in performing their duties; 189 operate the adding machine; 171 operate the cash register; 118 file; 114 apply knowledge of bookkeeping principles and practices; and 101 type.

Record Keeping Positions

1. Of the 291 positions reported, 38, or 13.1, per cent, were classified as record-keeping positions.

2. Twenty-three employers preferred women employees in 29 record-keeping positions; three employers preferred men in 4 record-keeping positions, and 5 employers stated no sex preference for 5 record-keeping positions.

3. Employers indicated a minimum employment age of 18 or below for 22 of the 38 record-keeping positions.

4. Employers indicated that experience was not required for 20 positions as record keepers, but experience was required for the other 18 positions.

5. Employers stated that high school graduation or less was required for 35 positions as record keepers.

6. For the last 12 months, there were 13 newly employed record keepers, six employees were separated from their jobs, six replacements

were made, and, as a result, there was a 17.4 per cent turnover of the record keepers.

7. The selected duties performed by record keepers, named in descending order of frequency, are as follows: apply knowledge of bookkeeping principles and practices, file, operate the adding machine, sell, type, and operate the cash register.

Secretarial Positions

1. Of the 26 persons employed in secretarial positions, all were women.

2. Twenty-three of the secretarial positions are full-time positions and three are part-time

3. The 22 employers preferred female employees for all secretarial positions.

4. Employers indicated that the minimum age of 18 or below was required for 17 secretarial positions.

5. Employers indicated that experience was required for seven secretarial positions, and not required for 19 secretarial positions.

6. Employers reported high school graduation or less as a requirement for 23 secretarial positions.

7. For the last 12 months, there were 23 newly employed secretarial employees and 17 separated from their jobs; as a result, there was a 69.4 per cent turnover of secretarial employees.

8. The selected duties performed by secretarial employees, named in descending order of frequency, are as follows: take dictation and transcribe, type, file, operate the adding machine, apply knowledge of bookkeeping principles and practices, and operate the check writer.

Clerical and Miscellaneous Office Positions

1. There were 25 clerical positions and 15 miscellaneous positions in this study.
2. Twenty-two of the clerical positions were full time and three were part time. Thirteen of the miscellaneous office positions were full time and two were part time.
3. Twenty-one employers required a sex preference for males in 11 clerical positions and 8 employers required a sex preference for females in 9 clerical positions. Four employers indicated a sex preference for male employees in 8 miscellaneous office positions, and 4 employers indicated a sex preference for female employees in 5 positions.
4. Employers required a minimum age of 18 or below for 15 clerical positions and for 11 miscellaneous office positions.
5. Employers required experience of new employees in 5 clerical positions, but experience was not required for 20 clerical positions. Experience was required for 4 miscellaneous office positions and was not required by employers for 11 miscellaneous office positions.
6. Employers reported high school graduation or less as a minimum educational requirement for 38 clerical and miscellaneous office positions.
7. There were 15 newly employed clerical workers and 6 separated from their jobs, resulting in 6 replacements, or a 29.3 per cent turnover. There were 12 newly employed clerical workers and 4 separated from their jobs, resulting in 4 replacements, or a 36.4 per cent turnover of clerical employees.
8. Of the 40 clerical and miscellaneous office employees reported, 32 operated the adding machine, 26 applied knowledge of bookkeeping principles and practices, 24 typed, 21 filed, 16 operated the check writer, and 13 operated the calculator.

Selling and Miscellaneous Store Positions

1. There were 152 selling positions and 8 miscellaneous store positions in this study.
2. One hundred twenty-one selling positions were full time, and 31 selling positions were part time. All of the miscellaneous store positions were full time.
3. Employers indicated a sex preference for male employees in 88 selling positions and for female employees in 51 selling positions. Employers indicated a sex preference for male employees in 5 miscellaneous office positions and for female employees in three positions.
4. Employers specified a minimum age requirement of 18 or under for 95 selling positions and 5 miscellaneous store positions.
5. Employers required experience of new employees in 45 selling positions and 1 miscellaneous store positions. Experience was not required for 107 selling positions and 7 miscellaneous store positions.
6. Employers required high school graduation or less for 143 selling and miscellaneous store positions.
7. There were 151 newly employed persons in selling positions and 95 separated from their jobs, resulting in 95 replacements, or 76.6 per cent turnover. In miscellaneous store positions, there was a 46.2 per cent turnover.
8. Of the 160 selling and miscellaneous store employees reported, 160 sell, 124 operate the cash register, and 73 operate the adding machine.

Managerial Positions

1. There were 27 managerial positions included in this study and all of these positions were full-time positions.
2. Employers reported a sex preference for male employees for 23 of the 27 managerial positions.

3. Employers indicated that 21 was the minimum employment age for 14 positions and 18 the minimum employment age for only 1 position.

4. Experience was required by employers for 21 managerial positions.

5. Employers indicated that high school graduation or less was required for 20 managerial positions.

6. Of the 27 employees engaged in managerial positions, it was reported that 24 sell, 24 operate the adding machine, 23 apply knowledge of bookkeeping principles and practices, 20 file, 19 type, and 18 operate the cash register.

7. There were 3 employees engaged in managerial positions who had been employed in the last 12 months. There were no separations from managerial jobs and was, therefore, no turnover.

Conclusions

1. As the firms in Monett may be considered small businesses, many of the employees will in all probability be required to be able to do more than one specific job. This probability suggests that the students in the business education department should be trained to do more than one job.

2. The fact that employers require a minimum employment age of 18 or under for 168 positions of the total 291 positions included in the study indicates that high school graduates are acceptable as replacements for those positions in so far as minimum age requirements are concerned.

3. The predominance of women in office positions and especially in secretarial positions suggests the need for guiding boys into other occupations.

4. The fact that experience is not required for 190 positions of the total 291 positions indicates that high school graduates are acceptable as

replacements in those positions in so far as experience requirements are concerned.

5. The number of persons employed in selling occupations was about one-half of the total employees. The other half were engaged in office and managerial occupations. It would seem desirable, therefore, to give greater emphasis in the high school to preparing students for selling occupations.

6. The fact that employers of 259 positions specified high school graduation or less as the minimum education requirement for new employees indicates that high school graduates are acceptable as replacements for those positions, in so far as minimum education requirements are concerned.

7. The fact that about three-fourths of the replacements which occurred in the last 12 months were in selling occupations indicates that more opportunities for employment will probably be found in selling occupations than in office and managerial occupations.

8. The fact that 85.2 per cent of the 291 jobs in Monett were full time indicated that part-time employment was limited in Monett. The majority of the part-time jobs existed in retail selling; few part-time office jobs were available in Monett.

9. The majority of employers expressed a sex preference for women in 29 record-keeping positions, and 26 secretarial positions, while the majority of employers preferred men for 19 clerical and miscellaneous positions, 93 selling and miscellaneous store positions, and 23 managerial positions.

10. Persons who plan to enter record-keeping positions in Monett may be expected to have the knowledge of bookkeeping principles and practices. The majority of record keepers also performed the following other duties: operate the adding machine, sell, type, file, and operate the cash register.

11. Persons who plan to enter secretarial positions in Monett should be able to take dictation and transcribe on the typewriter. The majority of secretarial workers also performed the following other duties: file, operate the adding machine, and the check writer.

12. The majority of clerical and miscellaneous employees in Monett operate the adding machine, apply knowledge of bookkeeping principles and practices, and file. Persons who plan to enter clerical and miscellaneous office positions in Monett should be aware of the duties performed by these employees.

13. Persons who plan to enter selling positions in Monett should possess the ability to sell. The majority of employees in selling positions also operate the cash register and the adding machine.

14. The majority of managerial employees performed the following duties: sell, operate the adding machine, apply knowledge of bookkeeping principles and practices, file, type, and operate the cash register. Persons who plan to enter managerial positions in Monett should be aware of the duties performed by these employees.

Recommendations

1. As the number of employed persons who follow selling occupations in Monett was found to be about one-half of the total employees, it is recommended that greater emphasis in the high school business and diversified occupations curricula be given to preparing the students for selling occupations.

2. In view of the fact that operating the adding machine was found to be necessary in most of the office, store, and managerial occupations in Monett, it is recommended that an adding machine be added to the business education department. Instruction in the operation of the adding machine may be given in the courses in secretarial training, bookkeeping, and selling

3. It is recommended that study of the operation of the cash register be a part of the courses in bookkeeping and selling.

4. It is recommended that instruction in filing and typewriting be included in the bookkeeping, secretarial, and clerical curricula.

5. It is recommended that the following surveys be made in Monett:

A survey of the kinds of business machines, especially typewriters and adding machines, in general use in Monett.

A follow-up study of high school graduates of the business education department to determine the occupations the graduates are engaged in.

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APPENDIX

Number of employees performing certain duties:

Position	Type	File	Take dictation and transcribe	Apply knowledge of bookkeeping principles and practices	Sell	OPERATE Adding machine	Mimeograph	Liquid process	Dictaphone or Ediphone	Calculator	Comptometer	Cash register	Check Writer	Addressing Machine
Accountants														
Bookkeepers														
MACHINE OPERATORS														
Bookkeeping														
Adding														
Addressing														
Calculators														
Comptometers														
Ediphone or Dictaphone														
Mimeograph														
CLERKS														
Billing														
Ledger														
File														
Order														
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Stock														
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Time														
General Office														
Wholesale Salesmen														
Retail Salesmen in Stores														
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