

A SURVEY OF QUALIFICATIONS FOR BEGINNING SALESPERSONS IN
SELECTED RETAIL BUSINESSES OF LAWTON, OKLAHOMA

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SELECTED RETAIL BUSINESSES OF LAWTON, OKLAHOMA

By

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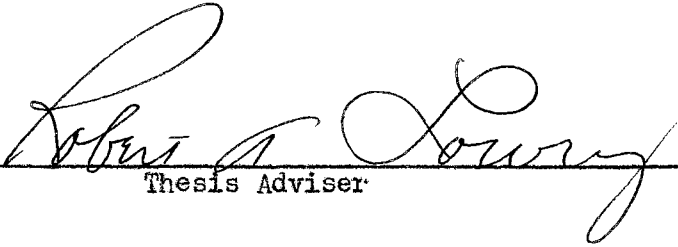
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DEDICATION

This study is dedicated to my wife, Mrs. Marian Stanberry, and son, Robert W. Stanberry, Jr., whose boundless patience and unfailing confidence helped make this study possible.

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CHAPTER I
INTRODUCTION

Lawton is the principal shopping and industrial center of southwestern Oklahoma. It is located near the Wichita mountains, 100 miles southwest of Oklahoma City. Lawton is located on highways U. S. 277 and U. S. 81 and is served by two major railways and a transcontinental airline. It is the county seat of Comanche County and the site of a permanent military installation, Ft. Sill. The population of Lawton, stated in round figures, is 35,000.

Statement of the Problem. This study seeks to determine the extent to which employment opportunities are available in retail selling in Lawton, Oklahoma, for graduates of Lawton High School and what changes or modifications, if any, should be made in the business education curriculum of Lawton High School to assist its graduates to prepare themselves for retail selling positions.

Analysis of the Problem. The study seeks the following items of information concerning retail selling personnel and opportunities in retail selling in the major retail establishments in Lawton:

1. The average number of salespersons employed full time.
2. The average number of salespersons employed part time.
3. The number of sales employees hired during the calendar year 1949.
4. The extent to which it is required or preferred that new sales employees have selling or other business experience.
5. The sex preferences of employers for new sales employees.
6. The minimum age requirements for new sales employees.
7. The specific duties performed by sales employees.
8. The gain or loss in the number of salespersons employed during the calendar year 1949.

The study also seeks to ascertain what modifications, if any, should be made in the business education curriculum of Lawton High School, in the light of the findings of this survey.

Need for the Study. Many of the students in the Lawton High School work after school in retail stores and plan to enter retail selling positions upon graduation from high school. Several students consult the members of the business education faculty each year, seeking information concerning the availability of employment in retail stores. The present study should provide specific information concerning the requirements of prospective employers. No survey of this type has been made in Lawton for school use.

It is believed interviewing business men to obtain this information will further the spirit of cooperation and understanding between the school and the local businessmen. Clifford E. Erickson says:

The community occupational survey may serve several important purposes in the guidance of boys and girls. It is used most frequently as a technique for securing occupational information. There are other purposes, however, which are also significant. One is the use of the survey to develop a better understanding of the community by the school and a clearer interpretation of the program and objectives of the school by the community.¹

It is believed that information of the type this survey seeks will be useful in the placement of Lawton High School students. J. Frank Dame writes:

Placement is a matter of matching youth and jobs. The school which maintains an efficient placement service is performing a much-needed educational function. Specifically, placement includes: (1) Securing information about available positions, (2) providing assistance in uncovering job opportunities for employable pupils, and (3) continuing the assistance after original placement.²

¹ Clifford E. Erickson, A Basic Text for Guidance Workers, Prentice-Hall, Inc., 1947, p. 314.

² J. Frank Dame, "There is an Adequate Selection, Guidance, Placement, and Follow-up Plan," The Bulletin of Secondary School Principals, Volume 33, Number 165 (November, 1949), p. 63.

Another comment concerning the need for community surveys of this nature has been made by R. G. Walters:

...in justice to local business firms that help maintain local schools by paying taxes, and who perhaps cooperate with the schools by offering part-time employment facilities for students, local business needs should be given first consideration in planning a curriculum.³

Scope and Delimitation. The retail stores included in this study are those that employ salespersons who are in actual contact with the customer and have an opportunity to influence the customer's decisions. Self-service stores and cafes are not included. Only stores that employ one or more individuals outside the immediate family of the owner or operator; and that are located within the corporate limits of Lawton are included. Sixty-nine stores, employing an average total of 473 persons in selling positions, part time and full time, cooperated in supplying the information forming the basis for this study.

The nature of business of the firms included in this survey is as follows:

Air Conditioning Company	Furniture Stores
Army Store	Hardware Stores
Auto Accessories Stores	Jewelry Stores
Book and Gift Store	Ladies' Ready to Wear Stores
Children's Wear Store	Men's Clothing Stores
Department Stores	Music Store
Drug Stores	Office Supplies Stores
Dry Goods Store	Paint and Wallpaper Stores
Electrical Appliance Store	Shoe Stores
Feed Store	Sporting Goods Stores
	Variety Stores

Sources of Data. The source of primary data for this study is interview schedules completed during interviews with selected employers of retail selling personnel in Lawton. Secondary data were obtained from reports of similar surveys conducted in other communities.

³ R. G. Walters, "The Community Survey," Monograph Number 58, South-Western Publishing Company, p. 6.

Definition of Terms. Certain terms used in this study are defined as follows, for the purpose of the study:

Salespersons are persons employed to aid in the sale of merchandise by meeting the customers and influencing their purchases.

An employer is one who has the responsibility of hiring and discharging employees.

An employee is one who works for pay in a business other than his own.

A part-time employee is an employee who spends some time, but less than 30 hours per week, in one business firm, for pay.

A full-time employee is an employee who spends at least 30 hours of the week working for pay in one business firm.

Turnover is "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."⁴

The average number of employees is the average between the number of salespersons employed during "peak" periods and the number of salespersons employed during "slack" periods.

Procedure. A study was made of interview schedules used in similar surveys conducted in other communities. A tentative interview schedule that set up goals for investigation was then prepared and submitted for criticism to the Chairman of the Thesis Committee. After several revisions of the schedule, the investigator visited the major retail firms to interview the employers and complete the interview schedules. While conducting the first three or four interviews, the writer found it necessary to revise the interview schedule further in order to obtain a clearer statement of the information desired from employers. A copy of the final interview schedule used in

⁴ Webster's International Dictionary, Second Edition, Abridged.

this survey is included in the appendixes.

A list of business firms to be visited was compiled from the classified section of the Lawton Telephone Directory. This list was arranged in alphabetical order, giving the name of the business firm, the street address, the telephone number and the name of the owner or person to be interviewed.

The major portion of the business firms in Lawton are located on two parallel streets in the central part of town. The employers in these firms were interviewed first. Upon completion of the interviewing in the business section mentioned above, the investigator went to the secondary shopping center, located in the new residential area, to interview the employers in those firms. In this section the wife of the investigator conducted three of the interviews.

The order of obtaining the interviews was to go to the business house at one end of the shopping area, conduct the interview, and then proceed to the next business house on the same side of the street. Often the employer was not in, or was busy, when the investigator made the initial call. In such instances the investigator determined when the employer was expected to be available and made an appointment for some future time that would meet with the convenience of the employer. As a means of reminding the investigator when to call again, a notation of each appointment was made on the folder containing the interview schedules.

CHAPTER II

GENERAL RESULTS OF THE STUDY

Firms Surveyed. A total of 97 retail stores were visited for the purpose of completing interview schedules for this study. Twenty of these retail stores were not included in this study because they employed no one outside of the immediate family in sales positions. Employers from 5 retail stores were not interviewed because of their absence from the store at the time of the initial visit and at the time of succeeding visits. Three employers refused to complete an interview schedule. This study is based on the 69 retail stores for which interview schedules were completed.

All numbers representing sales employees in this study are averages for 1949. Hereafter, in the context of this study, the term employees will be understood to mean average number of employees. It will also be understood that the terms employee and employees refer to sales employees only, as no other type of employee was included in this study. The investigator believes these simplifications of terms will make the context more readable.

Size of Stores. In order to present an over all picture of the size of the stores included in this study, the stores were classified according to number of full-time employees. These data are shown in Table I. Members of the owner's or operator's family are not included in this table. Only full-time employees are included in Table I, because the investigator believes this will present a better indication of the size of the firm than would be possible if part-time employees, who are often retained for peak or special periods, were included. Nineteen, or 27.5 per cent, of the stores included in the study employed 2 full-time employees. The next highest classification was the group of ten, or 14.5 per cent, of the stores who employed 3 full-time employees. The largest number of employees reported for a single store was 38.

TABLE I
 FIRMS INCLUDED IN THE SURVEY CLASSIFIED ACCORDING
 TO AVERAGE NUMBER OF FULL-TIME SALES EMPLOYEES

Average Number of Full-time Employees	Number of Firms	Percentage of Firms
0	1	1.45
1	8	11.59
2	19	27.53
3	10	14.49
4	6	8.72
5	6	8.72
6	4	5.80
7	3	4.35
8	3	4.35
10	2	2.90
11	1	1.45
13	1	1.45
15	1	1.45
17	1	1.45
20	1	1.45
25	1	1.45
38	<u>1</u>	<u>1.45</u>
Total	69	100.

This table should be read as follows: Firms employing no full-time sales employees outside the owner's or operator's immediate family were 1 in number and constituted 1.45 per cent of the 69 firms included in the study.

Since 50, or 72.4 per cent, of the total firms surveyed employed not more than 5 full-time employees each, it appears that counseling high school boys and girls concerning careers in selling should include the information that duties other than talking to customers may be performed by the employee.

Distribution of Employees as to Types of Stores. The data were tabulated to determine the number of employees, full-time and part-time, employed in the various types of retail stores. The sixty-nine stores included in this study were classified into twenty-three types, primarily on the basis of the type of merchandise sold. As a group, department stores employed more full-time employees than any other type of store surveyed. The number of full-time employees for department stores was 69, or 19.8 per cent, of the total full-time employees. Variety stores ranked second with sixty-five, or 18.6 per cent, of the total full-time employees. Third in number of full-time employees, was the ladies' ready to wear group with 39 full-time employees, or 11.2 per cent of the total full-time employees.

Variety stores employed thirty-one part-time employees, or 24.8 per cent of the total part-time employees. Next in rank was the ladies' ready to wear group with 21 part-time employees, or 16.8 per cent of the total part-time employees. Department stores ranked third with 16 part-time employees, or 12.8 per cent of the total part-time employees.

Two hundred fourteen, or 61.5 per cent, of the total full-time employees were women; and 97, or 77.6 per cent, of the total part-time employees were women. Additional information pertaining to the distribution of full-time and part-time employees according to the types of stores may be found in Table II.

Gain in Employment. During the year 1949, 453 people were newly employed in the retail stores included in this study and 299 were separated from their jobs, resulting in a gain of 154 employees, including both part-time and

TABLE II
 AVERAGE NUMBER OF SALES EMPLOYEES EMPLOYED IN SELECTED RETAIL STORES
 IN LAWTON, OKLAHOMA

Type of Store	Number of Stores	Average Number of Sales Employees				Total
		Full Time		Part Time		
		M	F	M	F	
Air Conditioning Company	1	4	1	1		6
Army Store	1	1		1		2
Auto Accessories Stores	6	24	2	4	3	33
Book and Gift Store	1		4	2	12	18
Children's Wear Store	1				2	2
Department Stores	5	18	51	4	12	85
Drug Stores	7	9	23	3	1	36
Dry Goods Store	1		2		1	3
Electrical Appliance Stores	6	13	5	1	11	30
Feed Store	1	2				2
Furniture Stores	7	17	2	4		23
Hardware Stores	2	8	3		1	12
Jewelry Stores	4	2	8		1	11
Ladies' Ready to Wear Stores	8	2	39		19	60
Men's Clothing Stores	3	11		3		14
Music Store	1	2	1			3
Office Supplies Stores	2	8	1			9
Paint and Wallpaper Stores	2	2	2	1	1	6
Paint and Gift Store	1		2	1	1	4
Record Store	1		1			1
Shoe Stores	3	7	1	2	1	11
Sporting Goods Stores	2	4	1	1		6
Variety Stores	3		65		31	96
Total Number	69	134	214	28	97	473
Percentages		28.3	45.2	6	20.5	100

This table should be read as follows: An air conditioning company maintained an average sales force of four full-time salesmen and one full-time saleswoman.

full-time.

Ninety-two men full-time employees and 234 women full-time employees were newly employed while 67 men full-time employees and 155 women full-time employees were separated from their jobs; therefore, there was a gain of 25 men and 79 women full-time employees, or a total gain of 104 full-time employees.

Twenty-five men and 102 women part-time employees were newly employed, while 16 men and 61 women part-time employees were separated from their jobs; therefore, there was a gain of 9 men and 41 women part-time employees, or a total gain of 50 part-time employees.

Complete details concerning gain in employees, part-time and full-time, are shown in Table III.

Estimated Job Turnover. After a review of the reports of similar surveys was made, it was determined that recent investigators had computed estimated turnover by the net labor turnover rate. The net labor turnover rate is defined as "the number of replacements...in the average working force."⁵ This method was used to compute estimated per cent of turnover in this study. In applying this formula, the actual number of replacements during 1949 was represented by the total newly employed or total separated, whichever was smaller. Replacements divided by the average number of employees determined the estimated percentage of turnover.

During 1949, the estimated job turnover for full-time employees was 69.1 per cent for sixty-eight stores which provided turnover information. One variety store did not supply the number of full-time employees newly employed and the number of full-time employees separated from their jobs; therefore,

⁵ Dale Yoder, Personnel and Labor Relations, Prentice-Hall, Inc., 1938, p. 214.

TABLE III

GAIN IN EMPLOYMENT DURING 1949 AS REPORTED BY EMPLOYERS

Type of Store	Number Employed				Number Separated				Gain in Employment								
	Part Time		Full Time		Part Time		Full Time		Part Time			Full Time			Combined		
	M	F	M	F	M	F	M	F	M	F	T	M	F	T	M	F	T
Air Conditioning Company	1		15		1		15										
Army Store	1		1		1		1										
Auto Accessories Stores	3	4	12	2	3	3	11	1	1	1	1	1	2	1	2	3	
Book and Gift Stores	2	12		5	2	12		2				3	3		3	3	
Children's Wear Stores		2							2	2					2	2	
Department Stores	4	17	8	35	2	12	7	32	2	5	7	1	3	4	3	6	11
Drug Stores	3	1	8	38	1		1	21	2	1	3	7	17	24	9	18	27
Dry Goods Store		2				1		1	1	1		-1	-1		0	0	0
Electrical Appliance Stores	1	11	22	30	1	11	17	25				5	5	10	5	5	10
Feed Store																	0
Furniture Stores	1		12	1			9		1		1	3	1	4	4	1	5
Hardware Stores			1									1		1	1		1
Jewelry Stores		1	1	2				2		1	1	1		1	1	1	2
Ladies' Ready to Wear Stores		23		40		8		30	15	15		10	10		25	25	
Men's Clothing Stores	4		3		2		1		2		2	2		2	4		4
Music Store			3	2			1	1				2	1	3	2	1	3
Office Supplies Stores			2				2										0
Paint and Wallpaper Stores	2		1	2	1		1	1	1		1		1	1	1	1	2
Paint and Gifts Store	1					1			1	-1					1	-1	0
Record Store																	0
Shoe Stores	1	1	2	2	1	1		2				2		2	2		2
Sporting Goods Stores	1		1		1		1										0
Variety Stores		28		75		12		37		16	16		38	38		54	54
Total	25	102	92	234	16	61	67	155	9	41	50	25	79	104	34	120	154

This table should be read as follows: During 1949 an air conditioning company employed 1 new part-time salesman and 15 new full-time salesmen; 1 part-time salesman and 15 full-time salesmen were separated from their jobs. There was no gain in employment.

the average number of full-time employees shown in Table IV does not agree with the total average number of full-time employees that may be obtained from Table II. Complete estimated turnover figures for full-time employees for all types of stores included in the study are shown in Table IV.

The estimated job turnover for part-time employees for 1949 was 68.75. Information from sixty-eight stores was used in computing this percentage, because one variety store did not supply the number of part-time employees newly employed and the number of part-time employees separated from their jobs. As a result of this lack of information for replacements in one variety store the average number of part-time employees shown in Table V does not agree with the total average number of part-time employees that may be obtained from Table II. Complete estimated turnover figures for part-time employees for all types of stores included in this study are shown in Table V.

The average estimated job turnover for both part-time and full-time employees was 69.05 per cent. Table VI contains the summarization of the estimated job turnover for both part-time employees and full-time employees.

Preferences of Employers for New Employees by Sex. Of the 69 employers who supplied data for this study, 31, or 44.9 per cent, preferred men for new employees; 20, or 29 per cent, preferred women for new employees; 10, or 14.5 per cent, indicated no preference; and 8, or 11.6 per cent, indicated that men or women would be hired as new employees according to the need of the department in which they would work. Complete figures as to the preference of the employers for new employees by sex are shown in Table VII.

Distribution of Jobs According to Sex Preferences of Employers. One hundred twenty-one, or 34.3 per cent, of the total full-time employees were employed in jobs for which the employer indicated a preference for women when making replacements in the sales force. Ninety-nine, or 26.4 per cent, of the total full-time employees were employed in jobs for which the employer

TABLE IV
ESTIMATED PERCENTAGE OF JOB TURNOVER OF
FULL-TIME SALES EMPLOYEES

Type of Store	Newly						Turnover Number ^a	Average Number of Full-Time Employees	Turn-over Per Cent ^b
	Employed			Separated					
	M	F	T	M	F	T			
Air Conditioning Company	15		15	15		15	15	5	300
Army Store	1		1	1		1	1	1	100
Auto Accessories Stores	12	2	14	11	1	12	12	26	46
Book and Gift Store		5	5		2	2	2	4	50
Children's Wear Store									0
Department Stores	8	35	43	7	32	39	39	69	56.5
Drug Stores	8	38	46	1	21	22	22	32	69
Dry Goods Stores					1	1	0	2	0
Electrical Appliance Stores	22	30	52	17	25	42	42	18	233
Feed Store								2	0
Furniture Stores	12	1	13	9		9	9	19	47
Hardware Stores	1		1					11	0
Jewelry Stores	1	2	3		2	2	2	10	20
Ladies' Ready to Wear Stores		40	40		30	30	30	39	77
Men's Clothing Stores	3		3	1		1	1	11	9
Music Store	3	2	5	1	1	2	2	3	66.7
Office Supplies Stores	2		2	2		2	2	9	22
Paint and Wallpaper Stores	1	2	3	1	1	2	2	4	50
Paint and Gifts Store								2	0
Record Store								1	0
Shoe Stores	2	2	4		2	2	2	8	25
Sporting Goods Stores	1		1	1		1	1	5	20
Variety Stores		75	75		37	37	37	40	92.5
Total	92	234	326	67	155	222	222	321	69.1

^aActual number of replacements during the calendar year, 1949, represented by total newly employed or total separated, whichever is smaller.

^bPercentage of net turnover based on the average number of full-time sales employees during the calendar year, 1949.

This table should be read as follows: During 1949, an air conditioning company hired 15 male full-time employees; and 15 male employees were separated from their jobs. There was a turnover of 15 full-time sales employees, or 300 per cent of the average number of full-time employees for 1949.

TABLE V
ESTIMATED PERCENTAGE OF JOB TURNOVER OF
PART-TIME SALES EMPLOYEES

Type of Store	Newly						Turnover Number ^a	Average Number of Part-Time Employees	Turn-over Per Cent ^b
	Employed			Separated					
	M	F	T	M	F	T			
Air Conditioning Company	1		1	1		1	1	1	100
Army Store	1		1	1		1	1	1	100
Auto Accessories Stores	3	4	7	3	3	6	6	7	85.7
Book and Gift Store	2	12	14	2	12	14	14	14	100
Children's Wear Stores		2	2				0	2	0
Department Stores	4	17	21	2	12	14	14	16	87.5
Drug Stores	3	1	4	1		1	1	4	25
Dry Goods Store		2	2		1	1	1	1	100
Electrical Appliance Stores	1	11	12	1	11	12	12	12	100
Feed Store									0
Furniture Stores	1		1				0	4	0
Hardware Stores								1	0
Jewelry Stores		1	1				0	1	0
Ladies' Ready to Wear Stores		23	23		8	8	8	21	38
Men's Clothing Stores	4		4	2		2	2	3	66.7
Music Store									0
Office Supplies Stores									0
Paint and Wallpaper Stores	2		2	1		1	1	2	50
Paint and Gifts Store	1		1		1	1	1	2	50
Record Store									0
Shoe Stores	1	1	2	1	1	2	2	3	66.7
Sporting Goods Stores	1		1	1		1	1	1	100
Variety Stores		28	28		12	12	12	16	75
Total	25	102	127	16	61	77	77	112	68.75

^aActual number of replacements during the calendar year, 1949, represented by total newly employed or total separated, whichever is smaller.

^bPercentage of net turnover based on the average number of part-time sales employees during the calendar year, 1949.

This table should be read as follows: During 1949, an air conditioning company hired one male part-time sales employee, and one male part-time sales employee was separated from his job. There was a turnover of one part-time sales employee, or 100 per cent of the average number of part-time employees for 1949.

TABLE VI
SUMMARY OF ESTIMATED PERCENTAGES OF JOB TURNOVER
OF ALL SALES EMPLOYEES

Type of Sales Employees	Newly Employed			Separated			Turnover Number ^a	Average Number of Sales Employees	Turnover Per Cent ^b
	M	F	T	M	F	T			
Full-time	92	234	326	67	155	222	222	321	69.1
Part-time	<u>25</u>	<u>102</u>	<u>127</u>	<u>16</u>	<u>61</u>	<u>77</u>	<u>77</u>	<u>112</u>	<u>68.75</u>
Total	117	236	453	83	216	299	299	433	69.05

^aActual number of replacements during 1949, represented by total newly employed or total separated, whichever is smaller.

^bPercentage of net turnover based on the average number of sales employees during 1949.

This table should be read as follows: During 1949, 92 male and 234 female full-time sales employees, a total of 326, were newly employed. During the same period, 67 male and 155 female full-time sales employees, a total of 222, were separated from their jobs. There was a turnover of 222 full-time employees, and the estimated percentage of turnover was 69.1 per cent.

TABLE VII
PREFERENCE OF EMPLOYERS FOR NEW SALES EMPLOYEES
BY SEX

Type of Store	Number of Employers Who Prefer				Total
	Male Sales- persons	Female Sales- persons	No Preference Expressed	Depends on Department	
Air Conditioning Company	1				1
Army Store	1				1
Auto Accessories Stores	5			1	6
Book and Gift Store	1				1
Children's Wear Store		1			1
Department Stores		1	2	2	5
Drug Stores	1	4	1	1	7
Dry Goods Store		1			1
Electrical Appliance Stores	4		1	1	6
Feed Store	1				1
Furniture Stores	7				7
Hardware Stores	1			1	2
Jewelry Stores		1	3		4
Ladies' Ready to Wear Stores		7		1	8
Men's Clothing Stores	3				3
Music Store				1	1
Office Supplies Stores	1	1			2
Paint and Gift Store		1			1
Paint and Wallpaper Stores	1		1		2
Record Store			1		1
Shoe Stores	3				3
Sporting Goods Stores	1		1		2
Variety Stores	—	3	—	—	3
Total	31	20	10	8	69
Percentages	44.9	29	14.5	11.6	100

This table should be read as follows: One air conditioning company prefers male employees for retail selling positions.

indicated a preference for men when making replacements in the sales force. Seventy-one, or 20.4 per cent, of the total full-time employees were employed in jobs for which the employer indicated that selection would be made according to the need in the department in which replacements or additions of full-time employees are to be made. Fifty-seven, or 16.4 per cent, of the total number of full-time employees were employed in jobs for which the employers expressed no preference for either sex.

Additional information pertaining to employers' sex preferences for new full-time employees is shown in Table VIII.

Seventy-four, or 59.2 per cent, of the 125 part-time employees were in jobs for which the employer expressed a preference for women when making replacements. Twenty, or 16 per cent, of the part-time employees were in jobs for which the employer expressed a preference for men replacements; 19, or 15.2 per cent, were in jobs for which the employer indicated that selection would be made on the basis of the need within the department in which replacements or additions of part-time employees were to be made; and 12, or 9.6 per cent, of the part-time employees were in jobs for which the employers expressed no preference for either sex.

Additional information pertaining to the preferences of employers for new part-time employees by sex is shown in Table IX.

Comparison of Sex Preferences Expressed by Employers and Distribution of Jobs Held by Employees. Under first consideration, the 44.9 per cent of the employers who indicated a preference for men as replacements would appear to indicate a larger demand for men. However, when this is compared with the number of jobs reported by these employers, it is found that the employers who prefer men employ only 99 men full-time employees, as compared with 121 full-time women employees. It appears that if present conditions continue, a greater number of openings will be available to women full-time employees as

TABLE VIII

DISTRIBUTION OF JOBS FOR FULL-TIME SALES EMPLOYEES
ACCORDING TO SEX PREFERENCES EXPRESSED BY EMPLOYERS

Type of Store	Employers' Preference				Total
	Male	Female	No Preference	Depends on Department	
Air Conditioning Company	5				5
Army Store	1				1
Auto Accessories Stores	23			3	26
Books and Gifts Store	4				4
Department Stores		6	35	28	69
Drug Stores	2	15	8	7	32
Dry Goods Store		2			2
Electrical Appliance Stores	10		1	7	18
Feed Store	2				2
Furniture Stores	19				19
Hardware Stores	1			10	11
Jewelry Stores		4	8		12
Ladies' Ready to Wear Stores		26		13	39
Men's Clothing Stores	11				11
Music Store				3	3
Office Supplies Stores	8	1			9
Paint and Wallpaper Stores	2		2		4
Paint and Gift Store		2			2
Record Store			1		1
Shoe Stores	8				8
Sporting Goods Stores	3		2		5
Variety Stores	—	65	—	—	65
Total	99	121	57	71	348
Percentages	28.4	34.8	16.4	20.4	100

This table should be read as follows: An air conditioning company that maintained an average full-time sales force of 5 persons expressed a preference for male sales employees. All figures in this table represent jobs held by full-time employees.

TABLE IX
 DISTRIBUTION OF JOBS FOR PART-TIME SALES EMPLOYEES
 ACCORDING TO SEX PREFERENCES EXPRESSED BY EMPLOYERS

Type of Store	Employers' Preference				Total
	Male	Female	No Preference	Depends on Department	
Air Conditioning Company	1				1
Army Store	1				1
Auto Accessories Stores	5			2	7
Book and Gift Store		14			14
Children's Wear Stores		2			2
Department Stores		5	9	2	16
Drug Stores		2		2	4
Dry Goods Store		1			1
Electrical Appliance Stores			2	10	12
Feed Store					
Furniture Stores	4				4
Hardware Stores				1	1
Jewelry Stores			1		1
Ladies' Ready to Wear Stores		17		2	19
Men's Clothing Stores	3				3
Paint and Wallpaper Stores	2				2
Paint and Gift Store		2			2
Shoe Stores	3				3
Sporting Goods Stores	1				1
Variety Stores	—	31	—	—	31
Total	20	74	12	19	125
Percentages	16	59.2	9.6	15.2	100

This table should be read as follows: An air conditioning company that maintained an average part-time sales force of 1 person expressed a preference for male sales employees. All figures in this table represent jobs held by part-time sales employees.

replacements than to men full-time employees. In view of this observation it is believed that high school students should be informed that selling, in the stores included in this survey, will probably offer more job openings for women than for men.

A comparison of jobs held by part-time women employees, and part-time men employees presents even a greater difference. Only 20, or 15.2 per cent, of the part-time employees were in jobs for which the employers preferred men, while 74, or 59.2 per cent, of the part-time employees were in jobs for which women were preferred. From this information, high school students should be informed that girls will probably have less difficulty than boys in obtaining part-time employment.

The assumption, based on the number holding jobs, that more employment opportunities exist for women than for men must not be accepted as an unqualified truth. It is possible that the number of men planning careers in selling may be smaller in proportion to the number holding jobs than is the case for women. If that is the situation, men will have less competition than women in securing jobs. No evidence is available as to the relative difficulty of men or women securing selling jobs.

Minimum Age Requirements for Men Employees. Sixteen, or 23.2 per cent, of the 69 employers included in this study did not hire men for sales employees. Of the 53 employers who hired men, 16, or 30.2 per cent, specified a minimum age requirement of 18 years; 9, or 16.9 per cent, specified a minimum age requirement of 17 years; and 5, or 9.4 per cent, specified a minimum age requirement of 16 years for replacements. Minimum age requirements ranged from 14 years to 35 years for new men employees. Of the 53 employers who hired men, 32, or 60.4 per cent, specified minimum age requirements of 18 years or younger.

TABLE X
NUMBER OF EMPLOYERS SPECIFYING CERTAIN MINIMUM AGE REQUIREMENTS
FOR NEW MEN EMPLOYEES IN SALES POSITIONS

Type of Store	Minimum Age Requirements in Years													No Minimum Specified	Did Not Hire Men	Total Number of Stores
	14	15	16	17	18	19	20	21	22	24	25	30	35			
Air Conditioning Company						1										1
Army Store					1											1
Auto Accessories Stores				1	1		1	1				2				6
Children's Wear Store															1	1
Book and Gift Store			1													1
Department Stores			2	1	2											5
Drug Stores			1		3									1	2	7
Dry Goods Store															1	1
Electrical Appliance Stores					3				1		1	1				6
Feed Store					1											1
Furniture Stores				1	2				1		2			1		7
Hardware Stores	1				1											2
Jewelry Stores				1	2										1	4
Ladies' Ready to Wear Stores														1	7	8
Men's Clothing Stores				1		1								1		3
Music Store						1										1
Office Supplies Stores													1		1	2
Paint and Gift Store			1													1
Paint and Wallpaper Stores										1				1		2
Record Store				1												1
Shoe Stores		1		2												3
Sporting Goods Stores				1							1					2
Variety Stores															3	3
Total	1	1	5	9	16	1	3	1	2	1	4	3	1	5	16	69
Percentages	1.5	1.5	7.2	13	23.1	1.5	4.3	1.5	2.9	1.5	5.8	4.3	1.5	7.2	23.2	100

This table should be read as follows: One air conditioning company specified a minimum age requirement of 20 years for new men employees in retail sales positions.

Additional information concerning minimum age requirements for new men employees is shown in Table X.

Distribution of Jobs Held by Men According to Minimum Age Requirements.

Forty-nine, or 30.2 per cent, of the men employees were employed in jobs for which the specified minimum age requirement was 18 years. Seventeen, or 10.5 per cent, of the total men employees were employed in jobs for which no minimum age requirement was specified. Of the total men employees, 90, or 55.5 per cent, were employed in jobs for which the specified minimum age requirement was 18 years or younger. Complete details concerning the distribution of jobs held by men employees according to minimum age requirements are shown in Table XI.

Comparison Between Minimum Age Requirements and Distribution of Jobs for

Men Employees. By comparison of the information in Table X and Table XI it is possible to ascertain that the 60.4 per cent of the employers who specified minimum age requirements of 18 years or younger controlled 55.5 per cent of the jobs in which men were employed. In view of this information it is believed that age will not prove a handicap for boys in Lawton High School who wish to gain part-time experience while in high school, or who wish to start a career in selling in this community upon graduation from high school.

Minimum Age Requirements for New Female Employees. Of the employers included in this study, 23, or 33.3 per cent, did not hire women sales employees. Eleven, or 23.9 per cent, of the 46 employers who did employ women specified a minimum age requirement of 18 years. Eight, or 17.4 per cent, of the employers who employed women specified a minimum age requirement of 17 years. Employers who specified a minimum age requirement of 16 years were 10 in number, or 21.7 per cent of the total employers who employed women. As 30, or 65.2 per cent, of the employers who hired women specified a minimum age requirement of 18 years or younger, it is believed that girls who are

TABLE XI
DISTRIBUTION OF JOBS HELD BY MEN EMPLOYEES ACCORDING TO
MINIMUM AGE REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Minimum Age Requirements in Years													No Minimum Specified	Total Jobs
	14	15	16	17	18	19	20	21	22	24	25	30	35		
Air Conditioning Company							5								5
Army Store					2										2
Auto Accessories Stores				4	10		3	5				6			28
Book and Gift Store			2												2
Children's Wear Stores															
Department Stores			8	1	13										22
Drug Stores			2		9								1		12
Electrical Appliance Stores					7				2		3	2			14
Feed Store					2										2
Furniture Stores				1	3					4	5			8	21
Hardware Stores	7				1										8
Jewelry Stores					2										2
Ladies' Ready to Wear Stores													2		2
Men's Clothing Stores			5			4							5		14
Music Store							2								2
Office Supplies Stores												8			8
Paint and Wallpaper Stores										2			1		3
Paint and Gifts Store				1											1
Shoe Stores		2		7											9
Sporting Goods Stores				<u>1</u>							<u>4</u>				<u>5</u>
Total	7	2	18	14	49	4	10	5	2	6	12	8	8	17	162
Percentages	4.3	1.2	11.1	8.6	30.2	2.5	6.2	3.0	1.2	3.7	7.4	4.9	4.9	10.5	100

This table should be read as follows: An air conditioning company employed 5 men sales employees in jobs for which the minimum age requirement was 20 years. All figures in this table represent jobs held by men employees.

planning a career in selling will have little difficulty in securing a part-time position while enrolled in Lawton High School or a full-time position in this community upon graduation from high school.

Additional information concerning the minimum age requirements for new female employees is shown in Table XII.

Distribution of Jobs Held by Women According to Minimum Age Requirements.

Of the 311 women employees, 167, or 53.7 per cent, were employed in jobs for which the employer specified a minimum age requirement of 16 years; 27, or 8.7 per cent, were employed in jobs for which the employer specified a minimum age requirement of 17 years; and 56, or 14.7 per cent, were employed in jobs for which the employer specified a minimum age requirement of 18 years. Minimum age requirements ranged from 14 years to 30 years. Two hundred fifty-three, or 81.3 per cent, of the women employees were employed in jobs for which employers specified a minimum age requirement of 18 years or less for new women employees.

Additional information concerning the distribution of jobs held by women, according to minimum age requirements, is shown in Table XIII.

Comparison Between Minimum Age Requirements and Distribution of Jobs for Women Employees. From the data presented in Table XII and Table XIII, it is possible to ascertain that the 46, or 65.2 per cent, of the employers who hired women controlled 253, or 81.3 per cent, of the jobs in which women were employed, and the minimum age requirement for replacements for those jobs was 18 years or younger. This indicates that almost two-thirds of the employers' minimum age requirements for slightly more than four-fifths of the jobs are within the age range of high school girls.

Summary of Minimum Age Requirements. It appears from the data tabulated in Tables X, XI, XII, and XIII, that about three-fifths of the employers who

TABLE XII
NUMBER OF EMPLOYERS SPECIFYING CERTAIN MINIMUM AGE REQUIREMENTS
FOR NEW FEMALE EMPLOYEES IN SALES POSITIONS

Type of Store	Minimum Age Requirement in Years										No Minimum Specified	Did Not Hire Female Salespersons	Total Number of Stores	
	14	16	17	18	19	20	22	24	25	30				
Air Conditioning Company						1								1
Army Store												1		1
Auto Accessories Stores						1					2	3		6
Book and Gift Store		1												1
Children's Wear Store			1											1
Department Stores		2	1	1		1								5
Drug Stores		1		4		1						1		7
Dry Goods Store			1											1
Electrical Appliance Stores									1	1		4		6
Feed Store												1		1
Furniture Stores				1					1			5		7
Hardware Stores							1					1		2
Jewelry Stores			1	2				1						4
Ladies' Ready to Wear Stores		3	1	2		1			1					8
Men's Clothing Stores												3		3
Music Store		1												1
Office Supplies Stores				1								1		2
Paint and Wallpaper Stores								1			1			2
Paint and Gift Store									1					1
Record Store			1											1
Shoe Stores			1									2		3
Sporting Goods Stores			1									1		2
Variety Stores	<u>1</u>	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3</u>
Total	1	10	8	11		5	1	2	4	1	3	23		69
Percentages	1.5	14.5	11.6	15.9		7.2	1.5	2.9	5.8	1.5	4.3	33.3		100

This table should be read as follows: One air conditioning company specified a minimum age requirement of 20 years for new female employees in retail sales positions.

TABLE XIII

DISTRIBUTION OF JOBS HELD BY FEMALE SALES EMPLOYEES
ACCORDING TO MINIMUM AGE REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Minimum Age Requirements in Years									No Minimum Specified	Total Female Sales Employees
	14	16	17	18	20	22	24	25	30		
Air Conditioning Company					1						1
Auto Accessories Stores				2						3	5
Book and Gift Store		16									16
Children's Wear Stores			2								2
Department Stores		21	12	12	18						63
Drug Stores		6		16	2						24
Dry Goods Store			3								3
Electrical Appliance Stores								1	15		16
Furniture Stores				1				1			2
Hardware Stores						4					4
Jewelry Stores			2	5			2				9
Ladies' Ready to Wear Stores		30	4	19	2			3			58
Music Store		1									1
Office Supplies Stores				1							1
Paint and Wallpaper Stores							2			1	3
Paint and Gifts Store								3			3
Record Store			1								1
Shoe Stores			2								2
Sporting Goods Stores			1								1
Variety Stores	3	93	—	—	—	—	—	—	—	—	96
Total	3	167	27	56	23	4	4	8	15	4	311
Percentages	.9	53.7	8.7	18	7.4	1.3	1.3	2.6	4.8	1.3	100

This table should be read as follows: An air conditioning company, employing an average of one female sales employee, specified a minimum age of 20 years for new female sales employees. All figures in this table represent jobs held by women sales employees.

hired men, and almost two-thirds of the employers who hired women had minimum age requirements within the age range of high school students.

As the employers reporting a minimum age requirement of 18 years or younger for men, hired slightly more than one-half of the men employees, and the employers reporting a minimum age requirement of 18 years or younger for women, hired slightly more than four-fifths of the women employees, it appears that, if present conditions continue, the total number of job opportunities will be greater for girls than for boys.

Minimum Education Requirements for New Employees. Of the 69 employers who supplied information for this study, 47, or 68.1 per cent, did not indicate a specific education requirement for replacements. Employers who reported minimum education requirements were 22 in number; and 13, or 59 per cent, of these employers specified a minimum education requirement of high school graduation.

From this information it appears that 81.1 per cent of the employers included in this survey did not regard high school graduation as a prerequisite for employment.

Additional information concerning minimum education requirements for new employees is shown in Table XIV.

Distribution of Jobs Held by Women Part-Time Employees According to Education Requirements. Seventy-six, or 78.3 per cent, of the 97 women part-time employees were in jobs for which the employer specified no minimum education requirement.

Of the 21 women part-time employees who were in jobs for which the employer specified a minimum education requirement, only 5, or 23.3 per cent, were employed in jobs for which the employer specified that replacements must have completed grade 12.

TABLE XIV

NUMBER OF EMPLOYERS SPECIFYING CERTAIN MINIMUM EDUCATION
REQUIREMENTS FOR NEW SALES PERSONS

Type of Store	Grade new sales employees must have completed										No Requirement	Total Stores
	8	9	10	11	12	13	14	15	16			
Air Conditioning Company											1	1
Army Store			1									1
Auto Accessories Stores					1		1				4	6
Book and Gift Store				1								1
Children's Wear Store											1	1
Department Stores											5	5
Drug Stores			2		3						2	7
Dry Goods Store											1	1
Electrical Appliance Stores					1						5	6
Feed Store											1	1
Furniture Stores					1						6	7
Hardware Stores											2	2
Jewelry Stores			1		1						2	4
Ladies' Ready to Wear Stores				1	2						5	8
Men's Clothing Stores					2						1	3
Music Store											1	1
Office Supplies Stores					1						1	2
Paint and Wallpaper Stores					1						1	2
Paint and Gift Store											1	1
Record Store											1	1
Shoe Stores			1								2	3
Sporting Goods Stores											2	2
Variety Stores				1							2	3
Total			5	3	13	0	1	0	0		47	69
Percentages			7.3	4.3	18.8		1.5				68.1	100

This table should be read as follows: One air conditioning company specified no minimum education requirement for new sales employees.

It appears from this information, that high school graduation is incidental as a requirement for replacements in 94.8 per cent of the jobs held by women part-time employees.

Additional information concerning distribution of jobs held by women part-time employees, according to minimum education requirements specified by employers, is shown in Table XV.

Distribution of Jobs Held by Men Part-Time Employees According to Minimum Education Requirements. Eighteen, or 64.5 per cent, of the 28 men part-time employees were in jobs for which the employer specified no minimum education requirement. Of the 10 men part-time employees who were in jobs for which the employer specified a minimum education requirement, 4 were employed in jobs for which the employer specified that replacements must have completed grade 10, and 4 were employed in jobs for which the employer specified that replacements must have completed grade 12.

It appears from this information, that high school graduation was not considered essential for 85.7 per cent of the jobs held by men part-time employees.

Additional information concerning distribution of jobs held by men part-time employees, according to minimum education requirements specified by employers, is shown in Table XVI.

Distribution of Jobs Held by Women Full-Time Employees According to Minimum Education Requirements. One hundred sixty-four, or 76.6 per cent, of the 214 women full-time employees were in jobs for which the employers specified no minimum education requirements. Of the 50 women full-time employees who were in jobs for which the employer specified a minimum education requirement, 26, or 52 per cent, were employed in jobs for which the employer specified that replacements must have completed grade 12.

TABLE XV

DISTRIBUTION OF JOBS HELD BY WOMEN PART-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Grade New Sales Employees Must Have Completed							No Requirement	Total	
	8	9	10	11	12	13	14			15
Auto Accessories Stores					2			1		3
Book and Gift Store				12						12
Children's Wear Store								2		2
Department Stores								12		12
Drug Stores								1		1
Dry Goods Store								1		1
Electrical Appliance Stores								11		11
Hardware Stores								1		1
Jewelry Stores			1							1
Ladies' Ready to Wear Stores				2	3			14		19
Paint and Wallpaper Stores								1		1
Paint and Gifts Store								1		1
Shoe Stores								1		1
Variety Stores				1				30		31
Total			1	15	5			76		97
Percentages			1	15.5	5.2			78.3		100

This table should be read as follows: Auto accessories stores reported an average of 3 women part-time sales employees. Replacements for two of these jobs would be required to have completed grade 12 while a replacement for the remaining job would have to meet no particular minimum education requirement. All figures in this table represent jobs held by women part-time sales employees.

TABLE XVI

DISTRIBUTION OF JOBS HELD BY MEN PART-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Grade New Sales Employee Must Have Completed								No Requirement	Total	
	8	9	10	11	12	13	14	15			16
Air Conditioning Company										1	1
Army Store			1								1
Auto Accessories Stores					2					2	4
Book and Gift Store				2							2
Department Stores										4	4
Drug Stores			2							1	3
Electrical Appliance Stores										1	1
Furniture Stores										4	4
Men's Clothing Stores					2					1	3
Paint and Wallpaper Stores										1	1
Shoe Stores			1							1	2
Sporting Goods Stores										1	1
Paint and Gift Store			-	-	-					1	1
Total			4	2	4					18	28
Percentages			14.2	7.1	14.2					64.5	100

This table should be read as follows: An air conditioning company that employed only 1 man part-time sales employee specified no minimum education requirement when hiring replacements. All figures in this table represent jobs held by men part-time sales employees.

This information indicates that 87.8 per cent of the jobs held by women full-time employees could be filled by replacements who had not completed high school.

Additional information concerning distribution of jobs held by women full-time employees according to minimum education requirements is shown in Table XVII.

Distribution of Jobs Held by Men Full-Time Employees According to Minimum Education Requirements. One hundred, or 74.6 per cent, of the 134 men full-time employees were in jobs for which the employer specified no minimum education requirement. Of the 34 men full-time employees who were in jobs for which the employer specified a minimum education requirement, 26, or 76 per cent, were employed in jobs for which it was specified that replacements must have completed grade 12.

It appears from this information that employers did not think high school graduates necessary for replacements for 79.1 per cent of the jobs held by men full-time employees.

Additional information concerning distribution of jobs held by men full-time sales employees, according to minimum education requirements, is shown in Table XVIII.

Summary of Minimum Education Requirements. From the information tabulated in Tables XIV, XV, XVI, XVII, and XVIII, it appears that 81.1 per cent of the employers included in this study do not specify the completion of high school as a requirement for employment. It also appears that 86.6 per cent of all employees were in jobs for which high school graduation was not a requirement.

Boys and girls seeking part-time experience in selling, while enrolled in Lawton High School, should encounter little difficulty due to minimum education requirements.

TABLE XVII

DISTRIBUTION OF JOBS HELD BY WOMEN FULL-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Grade New Sales Employees Must Have Completed							No Requirement	Total
	8	9	10	11	12	13	14		
Air Conditioning Company								1	1
Auto Accessories Stores								2	2
Book and Gift Store				4					4
Department Stores								51	51
Drug Stores			10		8			5	23
Dry Goods Stores								2	2
Electrical Appliance Stores								5	5
Furniture Stores								2	2
Hardware Stores								3	3
Jewelry Stores			1		3			4	8
Ladies' Ready to Wear Stores				7	14			18	39
Music Store								1	1
Office Supplies Stores					1				1
Paint and Wallpaper Stores								2	2
Paint and Gifts Store								2	2
Record Store								1	1
Shoe Stores								1	1
Sporting Goods Stores								1	1
Variety Stores				2				63	65
Total			11	13	26			164	214
Percentages			5.1	6.1	12.2			76.6	100

This table should be read as follows: An air conditioning company that employed only 1 woman full-time sales employee specified no minimum education requirement when hiring replacements. All figures in this table represent jobs held by women full-time sales employees.

TABLE XVIII

DISTRIBUTION OF JOBS HELD BY MEN FULL-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
REQUIREMENTS SPECIFIED BY EMPLOYERS

Type of Store	Grade New Sales Employee Must Have Completed						No Requirement	Total	
	8	9	10	11	12	13			14
Air Conditioning Company							4		4
Army Store			1						1
Auto Accessories Stores					8		2	14	24
Department Stores								18	18
Drug Stores			4		1			4	9
Electrical Appliance Stores					2			11	13
Feed Store								2	2
Furniture Stores					3			14	17
Hardware Stores								8	8
Jewelry Stores					2				2
Ladies' Ready to Wear Stores					2				2
Men's Clothing Store					8			3	11
Music Store								2	2
Office Supplies Stores								8	8
Paint and Wallpaper Stores								2	2
Shoe Stores			1					6	7
Sporting Goods Stores			-		-			4	4
Total Number			6		26		2	100	134
Percentages			4.5		19.4		1.4	74.6	100

This table should be read as follows: An air conditioning company that maintained an average number of 4 men full-time sales employees specified no minimum education requirement when hiring replacements. All figures in this table represent jobs held by men full-time sales employees.

Minimum Education Preferences for New Employees. The data were tabulated to determine what preferences for minimum education were expressed by the employers interviewed for this study. It was found that 45, or 65.2 per cent of the employers stated a preference for completion of some minimum grade level. Of the employers stating a minimum education preference, 33, or 73.3 per cent, preferred replacements to have completed grade 12. The lowest preference expressed was completion of grade 10, and the highest preference indicated was completion of grade 16.

It appears that 20 employers who did not require high school graduation as a prerequisite for employment, preferred replacements who had completed high school. Since the 33 employers who prefer high school graduates constitutes almost one-half of the employers reporting, it is believed that if the labor market permits a high degree of selectivity, new employees who have completed high school will have more employment opportunities than new employees who have not completed high school.

Additional information concerning minimum education preferences for new employees as expressed by employers is shown in Table XIX.

Distribution of Jobs Held by Women Part-Time Employees According to Minimum Education Preferences of Employers. Seventy-seven, or 79.3 per cent, of the women part-time employees were employed in jobs for which the employers expressed a minimum education preference. Sixty, or 77.9 per cent of this group were employed in jobs for which the employers preferred replacements to have completed grade 12.

It appears from this information that if the labor market permits a high degree of selectivity, replacements who have completed high school will have less difficulty securing positions in 61.8 per cent of the jobs held by women part-time employees, than replacements who have not completed high school.

TABLE XIX

NUMBER OF EMPLOYERS SPECIFYING CERTAIN MINIMUM EDUCATION
PREFERENCES FOR NEW SALES EMPLOYEES

Type of Store	Prefer New Sales Employees to Have Completed Grade							No Preference Stores	Total	
	8	9	10	11	12	13	14			15
Air Conditioning Company					1					1
Army Store		1								1
Auto Accessories Stores					3		1	1	1	6
Book and Gift Store				1						1
Children's Wear Store								1		1
Department Stores					4			1		5
Drug Stores		2			3			2		7
Dry Goods Store		1								1
Electrical Appliance Stores					4			1	1	6
Feed Store								1		1
Furniture Stores					2			5		7
Hardware Stores					2					2
Jewelry Stores			1		2			1		4
Ladies' Ready to Wear Stores					5			3		8
Men's Clothing Stores					3					3
Music Store								1		1
Office Supplies Stores					1			1		2
Paint and Wallpaper Stores								2		2
Paint and Gifts Store					1					1
Record Store								1		1
Shoe Stores		1						2		3
Sporting Goods Stores								1	1	2
Variety Stores			-	1	2		-	-	-	3
Total		6	2	33	1	3		24		69
Percentages		8.7	2.9	47.8	1.5	4.3		34.8		100

This table should be read as follows: One air conditioning company preferred new sales employees to have completed grade 12.

Additional information concerning minimum education preferences for new women part-time sales employees is shown in Table XX.

Distribution of Jobs Held by Men Part-Time Employees According to Minimum Education Preferences of Employers. Twenty-one, or 75 per cent, of the men part-time employees were employed in jobs for which the employers expressed a preference for replacements who had completed certain grade levels. Twelve, or 57.1 per cent, of this group were employed in jobs for which the employer expressed a preference for replacements who had completed grade 12.

It appears from this information that replacements who have completed high school will have less difficulty securing positions in 42.8 per cent of the jobs held by men part-time employees than replacements who have not completed high school.

Additional information concerning the distribution of jobs held by men part-time employees, according to minimum education preferences of employers, is shown in Table XXI.

Distribution of Jobs Held by Women Full-Time Employees According to Minimum Education Preferences of Employers. Of the 214 women full-time employees, 176, or 82.2 per cent, were employed in jobs for which employers expressed a preference for replacements who had completed certain grade levels. One hundred fifty-seven, or 89.2 per cent, of this group were employed in jobs for which the employer expressed a preference for replacements who had completed grade 12.

It appears from this information that replacements who have completed high school will have less difficulty securing positions in 73.4 per cent of the jobs held by women full-time employees than replacements who have not completed high school.

TABLE XX

DISTRIBUTION OF JOBS HELD BY WOMEN PART-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
PREFERENCES SPECIFIED BY EMPLOYERS

Type of Store	Prefer New Sales Employees to Have Completed Grade										No Preference	Total
	8	9	10	11	12	13	14	15	16			
Auto Accessories Stores					1				2			3
Book and Gifts Stores				12								12
Children's Wear Store											2	2
Department Stores					10						2	12
Drug Stores											1	1
Dry Goods Store			1									1
Electrical Appliance Stores					10						1	11
Hardware Stores					1							1
Jewelry Stores			1									1
Ladies' Ready to Wear Stores					7						12	19
Paint and Wallpaper Stores											1	1
Paint and Gifts Store					1							1
Shoe Stores											1	1
Variety Stores				1	30							31
Total			2	13	60				2		20	97
Percentages			2.1	13.4	61.8				2.1		20.6	100

This table should be read as follows: Auto accessories stores employing an average of 3 women part-time sales employees preferred women replacements for one of these jobs to have completed grade 12 and women replacements for the remaining 2 jobs to have completed grade 16.

TABLE XXI

DISTRIBUTION OF JOBS HELD BY MEN PART-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
PREFERENCES SPECIFIED BY EMPLOYERS

Type of Store	Prefer New Sales Employees to Have Completed Grade										Total
	8	9	10	11	12	13	14	15	16	No Preference	
Air Conditioning Company					1						1
Army Store			1								1
Auto Accessories Stores					2				2		4
Book and Gift Store				2							2
Department Stores					3					1	4
Drug Stores			2							1	3
Electrical Appliance Stores										1	1
Furniture Stores					2					2	4
Men's Clothing Stores					3						3
Paint and Wallpaper Stores										1	1
Paint and Gifts Store					1						1
Shoe Stores			1							1	2
Sporting Goods Stores			-	-	-				1	-	1
Total			4	2	12				3	7	28
Percentages			14.3	7.1	42.8				10.7	25	100

This table should be read as follows: An air conditioning company that maintained an average of one man part-time sales employee preferred replacements who had completed grade 12. All figures in this table represent jobs held by men part-time sales employees.

Additional information concerning the distribution of jobs held by women full-time employees according to minimum education preferences of employers, is shown in Table XXII.

Distribution of Jobs Held by Men Full-Time Employees According to Minimum Education Preferences of Employers. Eighty-six, or 64.1 per cent, of the men full-time employees were employed in jobs for which the employers expressed a preference for replacements who had completed certain grade levels. Sixty-four, or 74.2 per cent, of these men were employed in jobs for which the employer expressed a preference for replacements who had completed grade 12; and 14, or 16.2 per cent, were employed in jobs for which the employer expressed a preference for replacements who had completed grade 16.

It appears from this information that replacements who have completed high school will have less difficulty securing positions in 47.7 per cent of the jobs held by men full-time employees than replacements who have not completed high school.

Additional information concerning the distribution of jobs held by men full-time employees, according to minimum education preferences of employers, is shown in Table XXIII.

Comparison Between Minimum Education Preferences and Requirements. Only thirteen of the employers included in this study reported a minimum education requirement of high school graduation. However, 33 employers said they preferred replacements who had completed grade 12. This information is presented in Table XXIV.

Comparison with the distribution of jobs, shown in Table XXV, reveals that preferences for high school graduates runs consistently higher than the number of jobs for which high school graduates are "required."

With these expressed preferences in mind, boys and girls should be encouraged to complete high school before entering selling full-time, although

TABLE XXII

DISTRIBUTION OF JOBS HELD BY WOMEN FULL-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
PREFERENCES SPECIFIED BY EMPLOYERS

Type of Store	Prefer New Sales Employees to Have Completed Grade									No Preference	Total
	8	9	10	11	12	13	14	15	16		
Air Conditioning Company					1						1
Auto Accessories Stores					2						2
Book and Gifts Store				4							4
Department Stores					41				10		51
Drug Stores			10		8				5		23
Dry Goods Store			2								2
Electrical Appliance Stores					5						5
Furniture Stores									2		2
Hardware Stores					3						3
Jewelry Stores			1		5				2		8
Ladies' Ready to Wear Stores					26				13		39
Music Store									1		1
Office Supplies Stores					1						1
Paint and Wallpaper Stores									2		2
Paint and Gifts Store					2						2
Record Store									1		1
Shoe Stores									1		1
Sporting Goods Stores									1		1
Variety Stores			—	2	63				—		65
Total			13	6	157				38		214
Percentages			6	2.8	73.4				17.8		100

This table should be read as follows: An air conditioning company that maintained an average of 1 woman full-time sales employee preferred replacements who had completed grade 12. All figures in this table represent jobs held by women full-time sales employees.

TABLE XXIII

DISTRIBUTION OF JOBS HELD BY MEN FULL-TIME SALES
EMPLOYEES ACCORDING TO MINIMUM EDUCATION
PREFERENCES SPECIFIED BY EMPLOYERS

Type of Store	Prefer New Sales Employees to Have Completed Grade						No Preference	Total		
	8	9	10	11	12	13			14	15
Air Conditioning Company					4				4	
Army Store		1							1	
Auto Accessories Stores					9	2		8	5	24
Department Stores					13				5	18
Drug Stores			4		1				4	9
Electrical Appliance Stores					9			3	1	13
Feed Store									2	2
Furniture Stores					5				12	17
Hardware Stores					8					8
Jewelry Stores					2					2
Ladies' Ready to Wear Stores					2					2
Men's Clothing Stores					11					11
Music Store									2	2
Office Supplies Stores									8	8
Paint and Wallpaper Stores									2	2
Paint and Gifts Store										
Shoe Stores			1						6	7
Sporting Goods Stores								3	1	4
Total		6	64	2	14			48		134
Percentages		4.5	47.8	1.5	10.4			35.8		100

This table should be read as follows: An air conditioning company that maintained an average of 4 men full-time sales employees preferred replacements who had completed grade 12. All figures in this table represent jobs held by men full-time sales employees.

TABLE XXIV

COMPARISON BETWEEN NUMBER OF EMPLOYERS REQUIRING AND NUMBER OF EMPLOYERS PREFERRING HIGH SCHOOL GRADUATES FOR NEW EMPLOYEES

Classification	Number of Employers Who		Percentage of Increase
	Required Completion of Grade 12	Preferred Completion of Grade 12	
Employers	13	33	154

This table should be read as follows: Employers who required replacements who had completed grade 12 were 13 in number. Those who preferred replacements who had completed grade 12 were 33 in number. This is an increase of 154 per cent of preferences over requirements for replacements who had completed grade 12.

TABLE XXV

COMPARISON BETWEEN DISTRIBUTION OF JOBS ACCORDING TO EMPLOYERS REQUIREMENTS FOR HIGH SCHOOL GRADUATES AND EMPLOYERS PREFERENCES FOR HIGH SCHOOL GRADUATES

Types of Employees	Number of Employees in Jobs for Which		Percentage of Increase
	Completion of Grade 12 was Required	Completion of Grade 12 was Preferred	
Women Part-Time	5	60	1100
Men Part-Time	4	12	200
Women Full-Time	26	157	503
Men Full-Time	26	64	146

This table should be read as follows: Women part-time employees in jobs for which completion of grade 12 was required were 5 in number. Those employed in jobs for which completion of grade 12 was preferred were 60 in number. This is an increase of 1100 per cent of preferences over requirements for replacements who had completed grade 12.

they may be able to obtain full-time jobs before completing grade 12.

Experience Requirements and Preferences Expressed by Employers. The 69 employers interviewed for this study expressed requirements and preferences for full-time replacements, as follows: 40, or 57.9 per cent, preferred but did not require related experience; 18, or 26.1 per cent, neither required nor preferred related experience; 11, or 16 per cent, required related experience.

Since 84 per cent of the employers did not require replacements with related experience it seems that high school students or graduates would not find inexperience a serious handicap in securing a selling position.

However, since 57.9 per cent preferred but did not require related experience, and an additional 15.9 per cent required related experience, it is believed that students planning a career in selling should seek to gain experience while in high school.

Additional information concerning experience requirements and preferences of employers by types of stores is shown in Table XXVI.

Distribution of Full-Time Jobs According to Related Experience Requirements. Of the 348 full-time employees, 305, or 87.6 per cent, were in jobs for which the employers stated that related experience was not required for replacements.

It appears from this information that high school graduates will find related experience a requirement in securing jobs as replacements in only 12.4 per cent of the full-time jobs included in this study.

Additional information concerning distribution of full-time jobs according to related experience requirements is shown in Table XXVII.

Distribution of Full-Time Jobs According to Related Experience Preferences. Although, as was shown in Table XXVII, related experience was not required for replacements for 305 jobs, the employers reporting expressed a

TABLE XXVI

EXPERIENCE REQUIREMENTS AND PREFERENCES FOR NEW
SALES EMPLOYEES AS SPECIFIED BY EMPLOYERS

Type of Store	Number of Employers Requiring Experience	Number of Employers Preferring but not Requiring Experience	Number of Employers Neither Requiring Nor Preferring Experience	Total Stores
Air Conditioning Company		1		1
Army Store		1		1
Auto Accessories Stores	3	3		6
Book and Gift Store			1	1
Children's Wear Store			1	1
Department Stores		4	1	5
Drug Stores	1	4	2	7
Dry Goods Store	1			1
Electrical Appliance Stores		4	2	6
Feed Store		1		1
Furniture Stores	3	2	2	7
Hardware Stores		2		2
Jewelry Stores		4		4
Ladies' Ready to Wear Stores		6	2	8
Men's Clothing Stores		3		3
Music Store			1	1
Office Supplies Stores	1		1	2
Paint and Wallpaper Stores	1	1		2
Paint and Gifts Store			1	1
Record Store		1		1
Shoe Stores	1	2		3
Sporting Goods Stores		1	1	2
Variety Stores			3	3
Total	11	40	18	69
Percentages	16.0	57.9	26.1	100

This table should be read as follows: One air conditioning company preferred but did not require experience for new sales employees.

TABLE XXVII

DISTRIBUTION OF FULL-TIME JOBS ACCORDING TO RELATED EXPERIENCE
REQUIREMENTS FOR REPLACEMENTS AS EXPRESSED BY EMPLOYERS

Type of Store	Related Experience Requirements for Replacements				Total
	Required		Not Required		
	M	F	M	F	
Air Conditioning Company			4	1	5
Army Store			1		1
Auto Accessories Stores	13	1	11	1	26
Book and Gift Store				4	4
Department Stores			18	51	69
Drug Stores	1	2	8	21	32
Dry Goods Stores		2			2
Electrical Appliance Stores			13	5	18
Feed Store			2		2
Furniture Stores	12	1	5	1	19
Hardware Stores			8	3	11
Jewelry Stores			2	8	10
Ladies' Ready to Wear Stores			2	39	41
Men's Clothing Stores			11		11
Music Store			2	1	3
Office Supplies Stores	8			1	9
Paint and Wallpaper Stores	1	1	1	1	4
Paint and Gifts Store				2	2
Record Store				1	1
Shoe Stores		1	6	1	8
Sporting Goods Stores			4	1	5
Variety Stores	—	—	—	65	65
Total	36	7	98	207	348
Percentages	10.4	2.0	28.1	59.5	100

This table should be read as follows: An air conditioning company that maintained an average sales force of 4 men and 1 woman full-time employees did not require related experience for replacements. All figures in this table represent jobs held by full-time employees.

TABLE XXVIII

DISTRIBUTION OF FULL-TIME JOBS ACCORDING TO RELATED EXPERIENCE
PREFERENCES FOR REPLACEMENTS AS EXPRESSED BY EMPLOYERS

Type of Store	Related Experience Preferences for Replacements				Total
	Preferred		Not Preferred		
	M	F	M	F	
Air Conditioning Company	4	1			5
Army Store	1				1
Auto Accessories Stores	11	1			12
Book and Gift Store				4	4
Department Stores	12	37	6	14	69
Drug Stores	6	19	2	2	29
Electrical Appliance Stores	9	5	4		18
Feed Store	2				2
Furniture Stores	2	1	3		6
Hardware Stores	8	3			11
Jewelry Stores	2	8			10
Ladies' Ready to Wear Stores	2	34		5	41
Men's Clothing Stores	11				11
Music Store			2	1	3
Office Supplies Stores				1	1
Paint and Wallpaper Stores	1	1			2
Paint and Gifts Store				2	2
Record Store		1			1
Shoe Stores	6	1			7
Sporting Goods Stores	3	1	1		5
Variety Stores	—	—	—	65	65
Total	80	113	18	94	305
Percentages	26.2	37.0	5.9	30.8	100

This table should be read as follows: An air conditioning company that maintained an average sales force of 4 men and 1 woman full-time employee preferred replacements with related experience. All figures in this table represent jobs held by full-time employees.

preference for replacements with related experience for 193, or 63.2 per cent, of these jobs.

Since employers preferred replacements with related experience in slightly more than three-fifths of the jobs for which no experience requirement existed, it is believed that high school students who are interested in selling, as a vocation, should be encouraged to acquire related experience while in high school. Every effort should be made to guide these students into the Distributive Education Department.

More complete details concerning distribution of full-time jobs according to related experience preferences are shown in Table XXVIII.

Certain Opinions of Employers Concerning the Value of Part-Time Experience. The employers interviewed were asked to express an opinion as to whether or not they believed part-time experience gained while in high school would prove helpful to the new full-time employee. The responses to this question are tabulated in Table XXIX. Forty-seven, or 68.1 per cent, of the employers expressed the opinion that part-time experience while in high school would prove helpful to the new full-time employee; 13, or 18.8 per cent, of the employers offered no opinion; and 9, or 13 per cent, expressed the opinion that part-time experience while in high school would not prove helpful to the new full-time employee. In view of these responses, the investigator believes that high school boys and girls interested in a career in selling should be encouraged to work part-time in high school, if possible, under the supervision of the Distributive Education Department.

Summary of Experience Requirements, Preferences and Opinions. It appears, from the data presented in Tables XXVI, XXVII, and XXVIII, that 57.9 per cent of the employers included in this study preferred, but did not require, employees with related experience for replacements in 87.6 per cent of the full-time jobs surveyed.

TABLE XXIX

NUMBER OF EMPLOYERS EXPRESSING CERTAIN OPINIONS CONCERNING VALUE
OF PART-TIME EXPERIENCE OBTAINED WHILE NEW SALES EMPLOYEE
WAS IN HIGH SCHOOL

Type of Store	Is Part-Time Experience While in High School Helpful?			Total Stores
	Yes	No	No Opinion	
Air Conditioning Company	1			1
Army Store		1		1
Auto Accessories Stores	5		1	6
Book and Gift Store			1	1
Children's Wear Store			1	1
Department Stores	4		1	5
Drug Stores	6		1	7
Dry Goods Store	1			1
Electrical Appliance Stores	5		1	6
Feed Store		1		1
Furniture Stores	6	1		7
Hardware Stores	2			2
Jewelry Stores	3	1		4
Ladies' Ready to Wear Stores	5	1	2	8
Men's Clothing Stores	1	1	1	3
Music Store			1	1
Office Supplies Stores	1	1		2
Paint and Wallpaper Stores	1	1		2
Paint and Gift Store			1	1
Record Store	1			1
Shoe Stores	2		1	3
Sporting Goods Stores	1	1		2
Variety Stores	<u>2</u>	-	<u>1</u>	<u>3</u>
Total	47	9	13	69
Percentages	68.1	13.0	18.9	100

This table should be read as follows: One air conditioning company expressed the opinion that part-time experience while in high school is helpful for new sales employees.

In view of the preference summarized above and the opinions of 68.1 per cent of the employers included in this study who believed that part-time experience in high school would be helpful, it is believed that the student interested in full-time selling after high school should make an effort to work part-time while in high school.

Factors Considered When Hiring New Employees. The employers interviewed for this study were asked to rank, in order of their importance, certain factors, that might be considered when hiring new employees. They were also asked to add additional factors not listed on the interview schedule, and to rank the additional factors along with those listed. The same procedure was followed in securing data for factors leading to discharge. In preparing the interview schedules for tabulation it was observed by the investigator that 5 factors were the maximum number of factors listed by any one employer. Arbitrary points were assigned each rank as follows; rank 1--5 points, rank 2--4 points, rank 3--3 points, rank 4--2 points, and rank 5--1 point. Employers ranked appearance as the factor most considered when hiring new employees; the total of points for appearance was 289. Experience was ranked second, with 217 points; and references was ranked third, with 172 points.

As experience was ranked second in relative importance of factors considered in hiring new employees, it is believed to be of particular significance when viewed with findings presented earlier in this study. Briefly those findings are: 57.9 per cent of the employers included in this study preferred, but did not require, employees with related experience for replacements in 87.6 per cent of the full-time jobs surveyed; 15.9 per cent included in this study required employees with related experience for replacements in 12.3 per cent of the full-time jobs surveyed; and 68.1 per cent of the employers included in this study believed that part-time experience in high school would be helpful.

With this evidence that experience is desirable, it is believed that every effort should be made by the entire faculty of Lawton High School to guide students who are interested in a career in selling into the Distributive Education classes where they may have an opportunity to gain part-time experience as a part of their high school program.

Additional information concerning factors considered when hiring new employees is shown in Table XXX.

Factors Considered When Discharging Employees. In ranking factors considered when discharging employees, the highest number reported by any one employer was seven. For purposes of assigning points for these factors, rank 1 was assigned 7 points, rank 2--6 points, rank 3--5 points, rank 4--4 points, rank 5--3 points, rank 6--2 points, and rank 7--1 point. Employers ranked inattention to duties first, with a total of 279 points; lack of initiative second, with 262 points; and disloyalty to the firm third, with 198 points.

Additional information concerning factors considered in discharging employees, as reported by employers, is shown in Table XXXI.

Comparison of High Ranking Factors Considered in Hiring and Discharging Employees. Appearance was ranked first as a factor in hiring new employees, and poor appearance was ranked fifth as a factor for discharging employees.

The three highest ranking factors considered for hiring were: appearance, first; experience, second; and references, third. The three highest ranking factors considered for discharging were: inattention to duties, first; lack of initiative, second; and disloyalty to the firm, third.

It appears from the data tabulated in Table XXX and XXXI that teachers in the business education and distributive education departments should make certain that all students seeking employment be made aware of the importance of making a good appearance when applying for a job, attending conscientiously

TABLE XXX

WEIGHTED POINT VALUES OF FACTORS CONSIDERED IN HIRING
NEW EMPLOYEES AS REPORTED BY EMPLOYERS

	Appearance	Experience	References	School Records	Family Background	Manner of Speaking	Interest in People	Personality	Honesty	Attitude	How They Introduce Themselves	Ability to Meet People	Courtesy	Apply in Person	Ability to Fill out Application Blank	Intelligence	Willingness	Married With Family	Ambition
Air Conditioning Company	2	5	4	3															
Army Store			5		4														
Auto Accessories Stores	25	24	18	7						5				2					
Book and Gift Store	4		5																
Children's Wear Store	4						5												
Department Store	23	19	11	8		3					5								
Drug Stores	35	20	20	6						2						3	2		
Dry Goods Store	3	5	2	4															
Electrical Appliance Stores	27	18	11	6	4	5													
Feed Store	5	3	4																
Furniture Stores	25	30	13	7		4		5					4					2	1
Hardware Stores	10	8	3																
Jewelry Stores	16	10	12	5	5				5			5							
Ladies' Ready to Wear Stores	38	25	23	10	3		1												
Men's Clothing Stores	10	11	9	8															
Music Store	4						5												
Office Supplies Stores	10	7	7	2	2														
Paint and Wallpaper Stores	7	9	7	3															

TABLE XXX (CONTINUED)

WEIGHTED POINT VALUES OF FACTORS CONSIDERED IN HIRING
NEW EMPLOYEES AS REPORTED BY EMPLOYERS

	Appearance	Experience	References	School Records	Family Background	Manner of Speaking	Interest in People	Personality	Honesty	Attitude	How They Introduce Themselves	Ability to Meet People	Courtesy	Apply in Person	Ability to Fill Out Application Blank	Intelligence	Willingness	Married With Family	Ambition
Paint and Gifts Store	5																		
Record Store	3	4	1	2				5											
Shoe Stores	14	11	8	7															
Sporting Goods Stores	5	4	3	2				1	5										
Variety Stores	<u>14</u>	<u>4</u>	<u>6</u>	<u>3</u>	<u>5</u>										<u>3</u>				
Total	269	217	172	83	23	12	11	11	10	7	5	5	4	2	3	3	2	2	1

This table should be read as follows: An air conditioning company assigned "appearance" 2 points, "school records" 3 points, "experience" 5 points, and "references" 4 points when considering the relative importance of these factors in hiring new employees.

TABLE XXXI

WEIGHTED POINT VALUES OF FACTORS CONSIDERED IN DISCHARGING
EMPLOYEES AS REPORTED BY EMPLOYERS

Type of Store	Factors Reported by Employers									
	Inattention to Duties	Lack of Initiative	Disloyalty to Firm	Uncooperativeness	Poor Appearance	Lack of Punctuality	Dishonesty	Lack of Production	Sobriety	Lack of Product Knowledge
Air Conditioning Company	6	5	7							
Auto Accessories Stores	31	33	24	24	17		7			1
Books and Gifts Store	6						7			
Children's Wear Store		6		7						
Department Stores	16	23	14	19	11	16		9		
Drug Stores	41	27	16	14	7	11	13			
Dry Goods Store		5					7	6		
Electrical Appliance Stores	25	30	26	21	17	17		7		
Feed Store	7		6							
Furniture Stores	27	33	23	15	9	5	7	7		
Hardware Stores	4	13	5				7			
Jewelry Stores	32	32	32	19	23	18	14			
Men's Clothing Stores	7						14		7	
Music Store	7			6			5			
Office Supplies Stores	13	12	7	11	7	7	7			
Paint and Wallpaper Stores	12	12	8	11	2	4				
Paint and Gifts Store			7							
Record Store	5	7		6						
Shoe Stores	10	13	6	8	8	7	7			
Sporting Goods Stores	11	9	13	5	10	9				
Variety Stores	19	2	4	12	7	11	7			
Total	279	262	198	178	118	115	102	29	7	1

This table should be read as follows: An air conditioning company assigned a value of 7 points to "disloyalty to firm" and 6 points to "inattention to duties" when considering discharging an employee.

to the duties assigned after obtaining a job, and that the students know ways and means of demonstrating initiative.

Areas of Learning Needing Additional Emphasis in High School. Employers were asked to suggest areas of learning which, in their opinion, needed more emphasis in Lawton High School. These data are tabulated in Table XXXIII, in order of the frequency with which the same suggestions were reported by employers. Responsibility toward the job was mentioned 11 times and personality development was mentioned 8 times by employers as areas of learning needing more emphasis. Other areas of learning and the frequency with which they were mentioned are shown in Table XXXII.

It appears from these suggestions that the employers desire that high school students develop the habit of being dependable and appreciate the necessity of being dependable. It also appears that high school students, in the opinion of some employers, need more personality training.

Sources Of New Employees. In order to help boys and girls obtain jobs in retail stores in Lawton, the investigator believed it would be to his advantage to know the sources from which employers obtain new employees. The data pertaining to sources of new employees are tabulated in Table XXXIII. In this table, each employer is counted as a separate employer each time he indicated a different source of obtaining new employees. Of the 88 employers reporting, 47, or 53.4 per cent, indicated that new employees were obtained by direct application of the prospective employee. Twenty, or 22.7 per cent, of the employers followed the procedure of personally inviting people, employed or unemployed, to come to work in their store. Twelve, or 13.6 per cent, of the employers called the United States Employment Service for new employees.

On the basis of this information, the investigator believes that boys and girls seeking jobs in retail stores should be coached in how to go to the store

TABLE XXXII

AREAS OF LEARNING NEEDING ADDITIONAL EMPHASIS IN HIGH SCHOOL, AS MENTIONED BY EMPLOYERS, AND FREQUENCY WITH WHICH THESE AREAS WERE MENTIONED

Areas of Learning Mentioned by Employers	Frequency of Mention
Responsibility toward job	11
Personality development	8
Arithmetic	3
Handwriting	3
To appreciate the opportunity of learning to work	3
Willingness to work	3
Greater emphasis in guidance	3
Product knowledge	2
Coordinated classes in public speaking and salesmanship	2
More aggressive attitude in application	2
Bookkeeping	2
Typing	2
How to apply for job	2
Appropriate dress	2
How to make more sales	2
Salesmanship	2
Teaching persons to promote themselves	1
Greater stress on teaching honesty	1
Interest is the thing that makes salesmen	1
Shorthand	1
Rapid calculation	1
Develop confidence	1
Good attitude	1
Give the student more of the side of the businessman	1
Stress importance of doing job well	1
Willingness to cooperate with company policy	1
Enthusiasm	1
Students get through school too soon	1
Merchandise demonstration	1
Work experience while in high school	1
Necessity of working at job they do not care for to start	1
Seriousness	1
Teach creative work	1
Teach them to take initiative	1
Exercise more care in job placement	1
Speech	1
Vocational education	1
Oral essays-English	1
Eliminate unessential courses	1
Business communications	1
Interest in job and customers	1
Stress loyalty to the firm	1
Stress a more mature attitude toward business	1
Bring in persons to talk on salesmanship	1

This table should be read as follows: Responsibility toward job was the area of learning most frequently mentioned by employers, 11 of whom suggested greater emphasis be given this area of learning in high school.

TABLE AAALII

SOURCES OF OBTAINING NEW SALES EMPLOYEES AS REPORTED BY EMPLOYERS

Type of Store	United States Employment Service	Contacts in the Trade	Direct Application	College Invitation	Newspaper Advertising	Total Sources
Air Conditioning Company	1		1			2
Army Store			1			1
Auto Accessories Stores	1		3		1	6
Book and Gift Store			1			1
Children's Wear Store				1		1
Department Stores	2		5	1	1	9
Drug Stores	2		6		1	9
Dry Goods Store		1				1
Electrical Appliance Stores	1		5		2	8
Feed Store			1			1
Furniture Stores	1	1	6		2	10
Hardware Stores			1		1	2
Jewelry Stores			3		1	5
Ladies' Ready to Wear Stores	2	1	4		2	10
Men's Clothing Stores			2		1	3
Music Store					1	1
Office Supplies Stores			2			2
Paint and Wallpaper Stores	1		1		1	3
Paint and Gifts Store			1			1
Record Store					1	1
Shoe Stores			2	1	2	5
Sporting Goods Stores					2	2
Variety Stores	<u>1</u>		<u>2</u>		<u>1</u>	<u>4</u>
Total	12	3	47	2	20	88
Percentages	13.6	3.4	53.4	2.3	22.7	100

Note: For the purposes of this table each employer is counted as a separate employer each time he indicated a different source of obtaining new sales employees.

This table should be read as follows: One air conditioning company reported that it obtains new sales employees through two sources, the United States Employment Service and direct applications by persons seeking employment.

and make a direct application.

Additional information concerning sources of obtaining new employees, as reported by employers, is shown in Table XXXIII.

Specific Duties of the Employees. Certain duties are often required of the employee other than the presentation of merchandise to the customer. In regard to these duties R. G. Walters and John W. Wingate say,

Not only must each salesperson get his fair share of the customers who come in, but he must also know how to occupy his time when customers are not demanding attention.⁶

This leisure time may well be used in caring for stock. At regular intervals a thorough cleaning of merchandise is necessary.⁷

In order to determine what duties, other than selling, might be assigned to employees in Lawton, the employers were asked to enumerate the specific duties of employees in their stores.

The duty of the employee to "Meet the customer" was reported by 60 employers, "Stockkeeping" was reported by 54 employers, "Use the cash register" was reported by 29 employers and "Make sales tickets" was reported by 28 employers.

Additional information concerning specific duties of employees as reported by employers is shown in Table XXXIV. This table is not submitted as a complete list of all the duties of all the employees but tabulates those duties that came readily to the mind of the employer when he was interviewed.

Table XXXIV may be used to inform high school students of the variety of duties they may be expected to perform, and, also, it may be used to show what duties (by order of frequency mentioned) should be explained and studied in Distributive Education classes.

⁶ R. G. Walters and John W. Wingate, Fundamentals of Selling, Fifth Edition, Southwestern Publishing Company, 1948, p. 159.

⁷ Ibid., p. 160.

TABLE XXXIV

SPECIFIC DUTIES OF SALES EMPLOYEES
AS REPORTED BY EMPLOYERS

Duties	Air Conditioning Company	Army Store	Auto Accessories Stores	Book and Gift Store	Children's Clothing Store	Department Stores	Drug Stores	Dry Goods Store	Electrical Appliance Stores	Feed Store	Furniture Stores	Hardware Stores	Jewelry Stores	Ladies' Ready to Wear Stores
Meet the Customers	1	1	4	1	1	4	7		6	1	6	2	4	6
Stockkeeping			5	1	1	4	6	1	4		6	1	4	8
Use Cash Register			3	1		1	7	1	1	1	1	2	3	2
Make Sales Tickets			2	1	1	2	1	1		1	2	1	1	5
Display			3	1	1		1		2		7		2	
Make Change		1			1	1	1							1
Make Want Lists			1			1	2	1				1		1
Have Merchandise Knowledge	1		1				1		1		1			1
Clean Store			1				1		2		2		1	
Pricing			1	1			1				1			1
Order Merchandise						2								
Keep Sales Records			1											
Take Inventories						2								
Suggestive Selling							2							
Neat Personal Appearance														
Use Common Sense						1								
Buying			1											
Figure Mark-up					1									
Keep Stock Records						1								
Merchandise Department						1								
Make Merchandise Reports						1								
Make Outside Contacts									1					
Make Minor Repairs										1				
Make Contracts											1			
Assembling Merchandise											1			
Take Credit Applications											1			
Explain Credit Terms											1			
Answer Telephone											1			

(Continued on next page)

TABLE XXXIV (Continued)
 SPECIFIC DUTIES OF SALES EMPLOYEES
 AS REPORTED BY EMPLOYERS

Duties	Men's Clothing Stores	Music Store	Office Supplies Stores	Paint and Wallpaper Stores	Paint and Gifts Store	Record Store	Shoe Stores	Sporting Goods Stores	Variety Stores	Total Employers Specifying Duty
Meet the Customers	2	1	2	1	1	1	3	2	3	60
Stockkeeping	3		1		1	1	3	1	3	54
Use Cash Register		1	1		1		1	2		29
Make Sales Tickets	1	1	2	2		1	2		1	28
Display	1	1	1	1						21
Make Change	2			1		1	1		2	12
Make Want Lists			1				1	1		10
Have Merchandise Knowledge								1		7
Clean Store										7
Pricing							2			7
Order Merchandise							1	1		4
Keep Sales Records			1							2
Take Inventories										2
Suggestive Selling										2
Neat Personal Appearance	1						1			2
Use Common Sense										1
Buying										1
Figure Mark-up										1
Keep Stock Records										1
Merchandise Department										1
Make Merchandise Reports										1
Make Outside Contacts										1
Make Minor Repairs										1
Make Contracts										1
Assembling Merchandise										1
Take Credit Applications										1
Explain Credit Terms										1
Answer Telephone			1							1

This table should be read as follows: "Meet the customer," was a duty of the salespeople employed by 1 air conditioning company, 1 army store, 4 auto accessories stores, etc.

Number of Employers Who Start New Employees on Selling Floor. The employers interviewed for this study were asked if new employees with no experience would start to sell as soon as employed. Thirty-seven, or 53.6 per cent, of the employers interviewed answered "Yes" to this question. As slightly more than one-half of the employers interviewed indicated that new employees with no experience would immediately start selling, the business education department should accept the responsibility of teaching students interested in selling, what to expect when they go on their first job.

Additional information concerning the number of employers who start new employees on the selling floor is shown in Table XXXV.

When an employer answered "No" to the question posed, the interviewer asked for a description of the activities to which the new employee was assigned. These activities are listed below, grouped according to types of stores. The comments are in the words of the employers.

Air Conditioning Company. "Working in Shop."

Auto Accessories Stores. "Start in service department." "Keeping stock."
"Women start on the sales floor."

Department Stores. "Marking merchandise." "Checking merchandise." "In some cases in stockroom."

Drug Stores. "Boys on delivery." "Girls on cash register for fountain."

Electrical Appliance Stores. "Work stock, clean up, about one week."
"Start training course in product." "Listen to older salesmen." "Uncrate merchandise." "Work with older employees." "Listen to older employees."
"Becoming familiar with stock." "Training period of one week."

Furniture Stores. "Deliver and assemble merchandise." "Delivery, and handle stock for awhile." "Set up furniture." "Delivery." "Assemble stock."
"Start as delivery."

Hardware Stores. "Cleaning up." "Cut pipe." "Women start on sales

TABLE XXXIV
 NUMBER OF EMPLOYERS WHO START NEW SALES EMPLOYEES
 ON SELLING FLOOR

Type of Store	Does a new sales employee with no experience start selling as soon as employed?			Total
	Yes	No	No Comment	
Air Conditioning Company		1		1
Army Store	1			1
Auto Accessories Stores	3	3		6
Book and Gift Store	1			1
Children's Wear Store	1			1
Department Stores	4	1		5
Drug Stores	6	1		7
Dry Goods Store	1			1
Electrical Appliance Stores	1	5		6
Feed Store	1			1
Furniture Store		7		7
Hardware Store		2		2
Jewelry Stores	3	1		4
Ladies' Ready to Wear Stores	5	3		8
Men's Clothing Stores	2		1	3
Music Store		1		1
Office Supplies Stores		2		2
Paint and Wallpaper Stores	1	1		2
Paint and Gifts Store	1			1
Record Shop	1			1
Shoe Stores	1	2		3
Sporting Goods Stores	2			2
Variety Stores	2	1		3
Total	37	31	1	69
Percentages	53.6	44.9	1.5	100.

This table should be read as follows: An air conditioning company reported that newly employed sales workers who have had no experience are not assigned to selling on the floor when first employed.

floor." "Cleaning stock."

Jewelry Stores. "Watch older salespersons." "Put up stock." "Stock work." "Learn stock and listen to older workers for about a week." "Take care of stock."

Music Store. "Spend a few days to learn the stock." "Help with stock."

Office Supplies Stores. "Help with stock."

Shoe Stores. "Putting up stock." "Put up merchandise for about 10 days."

Variety Stores. "Learn the stock." "Learn to watch customers."

Compensation Plans for Full-Time Employees With No Experience. It has been the observation of the investigator that high school students, and often business teachers as well, have little knowledge of the amounts of compensation that may be paid in the local community in different types of stores. Investigators in other communities have avoided this question on the assumption that it might influence the employer to refuse to answer all questions. Zoe Davis says,

No attempt was made to determine the salaries of the employees because it was believed that in some cases a request for this information might cause the employers to refuse to co-operate.⁸

As the data in this study were obtained by interview, and some writers say many data can be obtained by this method that may be unobtainable otherwise, the investigator proceeded to determine what information was available concerning compensation. Concerning the interview method, C. V. Good, A. S. Barr, and D. E. Scates say,

By means of the interview it is possible to secure many data that cannot be obtained through the less personal procedures of distributing a reply blank.⁹

⁸Zoe Velma Davis, "A Survey of Selected Business Occupations in Pryor, Oklahoma." Unpublished Master's thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1949.

⁹Carter V. Good, A. S. Barr, and Douglas E. Scates, The Methodology of Educational Research, Appleton-Century-Crofts, Inc., New York, p. 378.

To eliminate the possibility of creating animosity in requesting information considered highly confidential, the investigator placed the question concerning compensation near the center of the interview schedule where it would arise after a spirit of co-operation had been achieved. Also, it was believed that the more central position would avoid the afterthought, on the part of the employer, that undue information had been requested, for as soon as this question was answered it was possible to move on to other questions.

The results of the investigation of compensation were considered highly satisfactory, in as much as only 9, or 13.0 per cent, of the employers made no comment.

The weekly compensation plan was reported by 24, or 40 per cent, of the 60 employers who supplied data. Next in rank was the hourly compensation plan, reported by 11, or 18.3 per cent, of the employers who supplied data.

The classification of compensation plans for new full-time employees with no experience, as reported by the employers included in this study, is shown in Table XXXVI.

Classification of Weekly Compensation Plans. Twenty-four employers reported weekly compensation plans. Of these employers, 7, or 29.1 per cent, reported a compensation plan of \$20 per week for new full-time employees with no experience. Six, or 25 per cent, reported a compensation plan of \$25 per week for new full-time employees with no experience.

Additional information concerning weekly compensation plans for new full-time employees with no experience is shown in Table XXXVII.

Employers were also asked what they would pay to new full-time employees who had part-time experience while they were in high school. Six, or 25 per cent, of the employers reporting weekly compensation plans said they would pay \$25 per week; 5, or 20.8 per cent, said they would pay \$35 per week; and 4, or

CLASSIFICATION OF COMPENSATION PLANS FOR NEW EMPLOYEES WITH
NO EXPERIENCE, ACCORDING TO TIME INTERVALS AND COMMISSIONS,
AS REPORTED BY EMPLOYERS

Type of Store	Hour	Hour W.C.*	Day	Time Intervals and Commission Plans				No Set Scale	No Comment	Total	
				Week	Week W.C.*	Month	Month W.C.*				Commis- sion
Air Conditioning Company	1									1	
Army Store				1						1	
Auto Accessories Stores				1		3		1	1	6	
Book and Gift Stores				1						1	
Children's Wear Stores	1									1	
Department Stores	1	1					1	1	1	5	
Drug Stores				4	1			2		7	
Dry Goods Store				1						1	
Electrical Appliance Stores				1	2		1	1	1	6	
Feed Store				1						1	
Furniture Stores	2		1	2				1	1	7	
Hardware Stores				1		1				2	
Jewelry Stores	1			2					1	4	
Ladies' Ready to Wear Stores				4	1	2		1		8	
Men's Clothing Stores				1				1	1	3	
Music Store					1					1	
Office Supplies Stores	1			1						2	
Paint and Wallpaper Stores				1					1	2	
Paint and Gift Store									1	1	
Record Store	1									1	
Shoe Stores	1			1				1		3	
Sporting Goods Stores	1					1				2	
Variety Stores	1			1					1	3	
Total	11	1	1	24	5	7	2	1	8	9	69
Percentages	15.9	1.5	1.5	34.8	7.2	10.2	2.9	1.5	11.5	13.0	100.

This table should be read as follows: One air conditioning company hired new sales employees with no experience on an hourly basis.

*With Commission

TABLE XXXVII

CLASSIFICATION OF WEEKLY COMPENSATION PLANS FOR NEW SALES EMPLOYEES
WITH NO EXPERIENCE, AS REPORTED BY EMPLOYERS

Type of Store	Weekly Compensation Stated in Dollars										Total Stores	Average Weekly Compensation
	12	16	18	18.50	20	22.50	25	30	35	40		
Army Store					1						1	20.00
Auto Accessories Stores							1				1	25.00
Book and Gift Store							1				1	25.00
Drug Stores				1	2	1					4	20.50
Dry Goods Store			1								1	18.00
Electrical Appliance Stores									1		1	35.00
Feed Store							1				1	25.00
Furniture Stores								1	1		2	32.50
Hardware Stores								1			1	30.00
Jewelry Stores		1					1				2	20.50
Ladies' Ready to Wear Stores					4						4	20.00
Men's Clothing Store										1	1	40.00
Office Supplies Stores			1								1	18.00
Paint and Wallpaper Stores							1				1	25.00
Shoe Stores							1				1	25.00
Variety Stores	<u>1</u>	-	-	-	-	-	-	-	-	-	<u>1</u>	<u>12.00</u>
Total	1	1	2	1	7	1	6	2	2	1	24	
Percentages	4.2	4.2	8.3	4.2	29.1	4.2	25.0	8.3	8.3	4.2	100	

This table should be read as follows: One army store reported a compensation plan of \$20 per week for new sales employees with no experience. The average weekly compensation reported for stores of this type was \$20.

16.6 per cent, said they would pay \$20.

Although, there was an increase in the average weekly compensation reported by 7 of the 23 types of stores reporting weekly compensation plans, it cannot be said that a large portion of the stores start a new full-time employee with part-time experience at a higher weekly salary than a full-time employee with no experience.

Additional information concerning weekly compensation plans for new full-time employees with part-time experience while in high school is shown in Table XXXVIII.

Classification of Hourly Compensation Plans. Of the eleven employers who reported hourly compensation plans, 5, or 45.4 per cent, said they would pay new full-time employees with no experience 75 cents per hour; and 2, or 18.2 per cent, said they would pay new full-time employees with no experience 50 cents per hour.

Additional information concerning hourly compensation plans for new full-time employees with no experience, as reported by the employers, is shown in Table XXXIX.

Four, or 36.3 per cent, of the employers who reported hourly compensation plans said they would pay new full-time employees with part-time experience while in high school 75 cents per hour; and 1, or 9.1 per cent, said he would pay 80 cents per hour. The 80 cents per hour classification did not appear in Table XXXIX.

Additional information concerning hourly compensation plans for new full-time employees with part-time experience while in high school, as reported by the employers, is shown in Table XL.

Classification of Monthly Compensation Plans. Seven employers reported monthly compensation plans for new full-time employees with no experience.

TABLE XXXVIII

CLASSIFICATION OF WEEKLY COMPENSATION PLANS FOR NEW SALES
EMPLOYEES WITH PART-TIME EXPERIENCE IN HIGH SCHOOL,
AS REPORTED BY EMPLOYERS

Type of Store	Weekly Compensation Stated in Dollars									Total Stores	Average Weekly Compensation
	12	18	18.50	20	25	27.50	30	35	40		
Army Store									1	1	35.00
Book and Gift Store					1					1	25.00
Drug Stores			1	1	1	1				4	22.75
Dry Goods Store	1									1	18.00
Electrical Appliance Stores								1		1	35.00
Feed Store							1			1	30.00
Furniture Stores							1	2		3	33.33
Hardware Store									1	1	35.00
Jewelry Stores	1				1					2	21.50
Ladies' Ready to Wear Stores				3	1					4	21.25
Men's Clothing Store									1	1	40.00
Office Supplies Stores	1									1	18.00
Paint and Wallpaper Store					1					1	25.00
Shoe Stores					1					1	25.00
Variety Store	<u>1</u>	-	-	-	-	-	-	-	-	<u>1</u>	12.00
Total	1	3	1	4	6	1	2	5	1	24	
Percentages	4.2	12.5	4.2	16.6	25	4.2	8.3	20.8	4.2	100	

This table should be read as follows: One army store reported a compensation plan of \$35 per week for new sales employees with part-time experience while in high school. The average weekly compensation reported for stores of this type was \$35.

TABLE XXXIX

CLASSIFICATION OF HOURLY COMPENSATION PLANS FOR NEW SALES EMPLOYEES
WITH NO EXPERIENCE, AS REPORTED BY EMPLOYERS

Type of Store	Hourly Compensation Stated in Cents						Total Stores	Average Hourly Compensation
	40	41	45	50	60	75		
Air Conditioning Company						1	1	75
Children's Wear Store			1				1	45
Department Store				1			1	50
Furniture Stores						2	2	75
Jewelry Store			1				1	45
Office Supplies Store						1	1	75
Record Store						1	1	75
Shoe Store					1		1	60
Sporting Goods Store	1						1	40
Variety Store	-	<u>1</u>	-	-	-	-	<u>1</u>	41
Total	1	1	2	1	1	5	11	
Percentages	9.1	9.1	18.2	9.1	9.1	45.4	100	

This table should be read as follows: One air conditioning company reported a compensation plan of 75 cents per hour for new sales employees with no experience. The average hourly compensation reported for stores of this type was 75 cents.

TABLE XL

CLASSIFICATION OF HOURLY COMPENSATION PLANS FOR NEW SALES
EMPLOYEES WITH PART-TIME EXPERIENCE IN HIGH SCHOOL
AS REPORTED BY EMPLOYERS

Type of Store	Hourly Compensation Stated in Cents						Total Stores	Average Hourly Compensation
	40	45	48	60	75	80		
Air Conditioning Company					1		1	75
Children's Wear Store		1					1	45
Department Store				1			1	60
Furniture Stores					1	1	2	775
Jewelry Stores		1					1	45
Office Supplies Store					1		1	75
Record Store					1		1	75
Sporting Goods Store	1						1	40
Variety Store		1					1	45
Shoe Store	-	-		<u>1</u>	-	-	<u>1</u>	60
Total	1	3		2	4	1	11	
Percentages	9.1	27.3		18.2	36.3	9.1	100	

This table should be read as follows: One air conditioning company reported a compensation plan of 75 cents per hour for new sales employees with part-time experience in high school. The average hourly compensation reported for stores of this type was 75 cents.

Two reported \$100 per month and 2 reported \$150 per month, the remaining three employers reported as follows: \$125, \$165, \$200.

Additional information concerning monthly compensation plans for new full-time employees with no experience is shown in Table XLI.

One store type shows two increases in monthly compensation plans for new full-time employees with part-time experience while in high school. All others remain the same as shown in Table XLI.

Additional information concerning monthly compensation plans for new full-time employees with part-time experience while in high school is shown in Table XLII.

Classification of Commission Plans. Nine employers reported commission plans for new full-time employees with no experience. In as much as each employer reported a different commission plan, the best evaluation is presented in tabular form in Table XLIII.

There were only two changes made in commission plans for new employees with part-time experience in high school. One department store reported an increase to 48 cents per hour plus 3 per cent commission, and one auto accessories store reported an increase from \$25 per week to \$150 per month plus commission.

Classification of Daily Compensation Plans. As shown in Table XLIV, only one employer reported a daily compensation plan for new employees with no experience.

No employers reported a daily compensation plan for new employees with part-time experience while in high school.

Summary of Compensation Plans. New employees seeking employment in the selected retail stores included in this study may find compensation plans based on an hour, a day, a week, a month, or one of nine types of commission plans. With this information in mind the business education and distributive

TABLE XLI

CLASSIFICATION OF MONTHLY COMPENSATION PLANS FOR NEW SALES
EMPLOYEES WITH NO EXPERIENCE, AS REPORTED BY EMPLOYERS

Type of Store	Monthly Compensation Stated in Dollars					Total Stores	Average Monthly Compensation
	100	125	150	165	200		
Auto Accessories Stores			2	1		3	155.00
Hardware Store	1					1	100.00
Ladies' Ready to Wear Stores	1	1				2	112.50
Sporting Goods Store	-	-	-	-	<u>1</u>	<u>1</u>	200.00
Total	2	1	2	1	1	7	
Percentages	28.6	14.3	28.6	14.3	14.3	100	

This table should be read as follows: Two auto accessories stores reported a monthly compensation plan of \$150, and one auto accessories store reported a monthly compensation plan of \$165 per month for new sales employees with no experience. The average monthly compensation reported for stores of this type was \$155.

TABLE XLII

CLASSIFICATION OF MONTHLY COMPENSATION PLANS FOR NEW SALES
EMPLOYEES WITH PART-TIME EXPERIENCE IN HIGH SCHOOL
AS REPORTED BY EMPLOYERS

Type of Store	Monthly Compensation Stated in Dollars					Total Stores	Average Monthly Compensation
	100	125	150	175	200		
Auto Accessories			1	2		3	166.67
Hardware Store	1					1	100.00
Ladies' Ready to Wear	1	1				2	112.50
Sporting Goods Store	-	-	-	-	1	1	200.00
Total	2	1	1	2	1	7	
Percentages	28.6	14.3	14.3	28.6	14.3	100	

This table should be read as follows: One auto accessories store reported monthly compensation of \$150 per month for new sales employees with part-time experience in high school and two auto accessories stores reported monthly compensation of \$175 per month for new sales employees with part-time experience in high school. The average monthly compensation for stores of this type was \$166.67.

TABLE XLIII

CLASSIFICATION OF COMMISSION PLANS FOR NEW SALES EMPLOYEES
WITH NO EXPERIENCE, AS REPORTED BY EMPLOYERS

Type of Store	Commission Plans				
	Hour	Week			
	\$.45 plus 3% of Sales	\$20 plus % of Sales*	\$25 plus Commission* on Sales	\$25 plus 5% of Sales	\$35 Drawing Account based on 5% or 10% of Sales
Department Stores	1				
Drug Stores			1		
Electrical Appliance Stores				1	1
Ladies' Ready to Wear Stores		1			
Music Store	-	-	-	-	-
Total	1	1	1	1	1

TABLE XLIII (Continued)

Type of Store	Commission Plans				Total Stores
	Week (Continued)	Month		Straight Commission 4%	
	\$35 plus 10% of Sales	\$100 plus 4% over Quota	\$60 plus Commission*		
Department Store		1			2
Drug Store					1
Electrical Appliance Stores				1	3
Ladies' Ready to Wear Stores				1	2
Music Store	1	-	-	-	1
Total	1	1	1	1	9

This table should be read as follows: One department store reported a commission plan of \$.45 an hour plus 3% of sales, for new sales employees with no experience.

*Exact per cent for basis of commission not reported.

TABLE XLIV

CLASSIFICATION OF DAILY COMPENSATION PLANS FOR NEW SALES
EMPLOYEES WITH NO EXPERIENCE, AS REPORTED BY EMPLOYERS

Type of Store	Daily Compensation Stated in Dollars		Average Daily Compensation
	5	Total Stores	
Furniture Store	1	1	5

This table should be read as follows: One furniture store reported a compensation plan of \$5 per day for new sales employees with no experience.

education teachers should teach their students how to figure, if a decision is to be made between two compensation plans, which plan would result in the better wage over an extended period of time.

Because the investigator did not ascertain the number of hours in a work day, week, or month, a detailed overall comparison of compensation plans is not possible. It is suggested that future investigators improve upon this situation in the study of compensation.

It appears, in the light of the information on compensation, that most employers do not make a difference in compensation between new employees with no experience and new employees with part-time experience in high school, when newly employed. Although the employers rated experience as second of the factors to be considered in hiring, and 68.1 per cent of the employers believed part-time experience in high school would be helpful, there appears to be a tendency to start new employees at the same rate whether they have no experience or part-time experience while in high school. It is believed that the high school student planning a full-time selling career should be informed that he may have to go through a period of "proving" himself before his experience while in high school will be found to be worth additional compensation.

CHAPTER III

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This study seeks to determine the extent to which employment opportunities are available in retail selling in Lawton, Oklahoma, for graduates of Lawton High School and what changes or modifications, if any, should be made in the business education curriculum of Lawton High School to assist its graduates to prepare themselves for retail selling positions.

The data for this study were collected by means of interview schedules completed during personal interviews with employers in selected retail stores in Lawton, Oklahoma.

The term employees, as used in this chapter, refers to average number of sales employees.

Findings

1. Of the 69 stores visited, 27, or 39 per cent, employed only 1 or 2 full-time employees.
2. The 69 stores employed 134 men and 214 women full-time employees. They also employed 28 men and 97 women part-time employees. The total number of employees was 473.
3. Department stores employed more full-time employees than any other type of store surveyed. The number of full-time employees for department stores was 69, or 19.8 per cent of the total full-time employees.
4. Variety stores employed more part-time employees than any other type of store surveyed. The number of part-time employees for variety stores was 31, or 24.8 per cent of the total part-time employees.
5. During the year 1949, 453 people were newly employed in the retail stores included in this study and 299 were separated from their jobs, resulting in a gain of 154 employees, including both part-time and full-time.

6. The net labor turnover rate for 1949 for full-time employees included in this study, estimated on the basis of an average labor force of 321 full-time employees and total replacements of 222, was 69.1.

7. The net labor turnover rate for 1949 for part-time employees included in this study, estimated on the basis of an average labor force of 112 part-time employees and total replacements of 77, was 68.75.

8. The net labor turnover rate for 1949 for all employees included in this study, estimated on the basis of an average labor force of 433 employees and total replacements of 299, was 69.05.

9. One hundred twenty-one, or 34.8 per cent, of the total full-time employees were employed in jobs in which the employers preferred women employees; 99, or 28.4 per cent, were in jobs for which the employers preferred men employees; 71, or 20.4 per cent, were employed in jobs for which selection was made on the basis of departmental need; and 57, or 16.4 per cent, were employed in jobs for which the employer expressed no preference for employees of either sex.

10. Thirty-one, or 44.9 per cent, of the employers preferred men for new employees; 20, or 29 per cent, preferred women; 10, or 14.5 per cent, indicated no preference; and 8, or 11.6 per cent, indicated selection was made on the basis of departmental need.

11. Seventy-four, or 59.2 per cent of the part-time employees were employed in jobs for which the employer preferred women; 20, or 16 per cent, were employed in jobs for which the employer preferred men; 19, or 15.2 per cent, were employed in jobs for which the employer indicated selection was made on the basis of departmental need; and 12, or 9.4 per cent, were employed in jobs for which the employer reported no preference for employees of either sex.

12. Of the 53 employers who hired men, 32, or 60.4 per cent, specified minimum age requirements of 18 years or less.

13. Ninety, or 55.5 per cent, of the total men employees were employed in jobs for which the specified minimum age requirement was 18 years or less.

14. Two hundred fifty-three, or 81.3 per cent, of the women employees were employed by employers who specified a minimum age requirement of 18 years or less.

15. Forty-seven, or 68.1 per cent, of the 69 employers included in this study, did not indicate a specific education requirement for new employees.

16. Seventy-six, or 78.3 per cent, of the 97 women part-time employees were in jobs for which the employer specified no minimum education requirement.

17. Eighteen, or 64.5 per cent, of the 28 men part-time employees were in jobs for which the employer specified no minimum education requirement.

18. One hundred sixty-four, or 76.6 per cent, of the 214 women full-time employees were in jobs for which the employer specified no minimum education requirements.

19. One hundred, or 74.6 per cent, of the 134 men full-time employees were in jobs for which the employer specified no minimum education requirement.

20. Forty-five, or 65.2 per cent, of the employers stated a preference for completion of some minimum grade level.

21. Of the 45 employers stating a minimum education preference, 33, or 73.3 per cent, preferred replacements to have completed grade 12.

22. Seventy-seven, or 79.3 per cent, of the women part-time employees were employed in jobs for which the employers expressed a minimum education preference. Sixty, or 77.9 per cent, of this group were employed in jobs for which the employer preferred replacements who had completed grade 12.

23. Twenty-one, or 75 per cent, of the men part-time employees were employed in jobs for which the employers expressed a preference for replacements who had completed certain grade levels. Twelve, or 57.1 per cent, of the men part-time employees were employed in jobs for which the employer expressed a preference for replacements who had completed grade 12.

24. Of the 214 women full-time employees, 176, or 82.2 per cent, were employed in jobs for which employers expressed a preference for replacements who had completed certain grade levels. One hundred fifty-seven, or 89.2 per cent, were employed in jobs for which employers expressed a preference for replacements who had completed grade 12.

25. Eighty-six, or 64.1 per cent, of the men full-time employees were employed in jobs for which the employer expressed a preference for replacements who had completed certain grade levels. Sixty-four, or 74.2 per cent, of these persons were employed in jobs for which the employer expressed a preference for replacements who had completed grade 12.

26. Of the 69 employers included in this study, 40, or 57.9 per cent, preferred but did not require related experience for new full-time employees.

27. Of the 348 full-time employees, 305, or 87.6 per cent, were in jobs for which the employers stated that related experience was not required for replacements.

28. Employers expressed a preference for replacements with related experience for 193, or 63.2 per cent, of the 305 jobs for which employers stated related experience was not required.

29. Forty-seven, or 68.1 per cent, of the employers expressed the opinion that part-time experience while in high school would prove helpful to the new full-time employee.

30. Of the 88 employers reporting, 47, or 53.4 per cent, indicated that new employees were obtained by direct application of the prospective employee.

31. According to frequency of mention by employers, the duties performed by employees were ranked as follows: "Meet the customer," first; "use the cash register," second; and "make sales tickets," third.

32. Thirty-seven, or 53.6 per cent, of the employers interviewed reported that new employees would start selling immediately upon employment.

33. Eight different types of compensation plans were reported by the employers included in this study.

34. Only 14, or 20 per cent, of the employers reported a higher plan of compensation for persons with part-time experience in high school.

35. Employers ranked appearance as the factor most considered when hiring new employees; experience was ranked second; and references third.

36. Employers ranked inattention to duties as the first factor considered when discharging employees; lack of initiative ranked second, and disloyalty to the firm ranked third.

37. The areas of learning needing additional emphasis in high school reported most frequently by employers were "responsibility toward job," first, and "personality development," second.

Conclusions

In the light of the findings of the survey, the following conclusions appear to be warranted:

There appears to be a larger number of employment opportunities for women in selling positions than for men.

Department stores as a group employ more full-time workers than any other type of store.

Variety stores as a group employ more part-time workers than any other type of store.

There was a gain in total employment in 1949 in the stores included in this study.

As the net turnover rate for 1949 was 69.05 per cent for all employees, there appear to be numerous job openings for persons seeking employment in selling.

Of the employers stating a preference for either men or women employees, the larger number mentioned a preference for men; however, more women than men were actually employed in full-time and part-time jobs.

Slightly more than half of the employers who hired men specified minimum age requirements of 18 years or less for replacements. High school boys should find age no barrier when seeking a selling position.

Slightly more than four-fifths of the employers who hired women specified minimum age requirements of 18 years or less for replacements. High school girls should find age no barrier in securing a selling position.

Slightly more than two-thirds of the employers included in this study did not specify a minimum education requirement. Students should be able to obtain positions while still in high school.

As 73.3 per cent of the employers who expressed a minimum education preference preferred persons who had completed grade 12, boys and girls

should be encouraged to complete high school before working full-time.

High school boys and girls are not excluded from distributive jobs in retail stores because of inexperience, but the opportunities for such employment appear to be greater for the individual who has had related work experience in or out of the distributive education program.

High school boys and girls who plan to be retail sales persons should be encouraged to work part-time during their high school enrollment, because almost three-fifths of the employers who did not require related experience preferred replacements with related experience; and 68.1 per cent of the employers expressed the opinion that part-time experience obtained while in high school would be helpful.

Direct application is the best method of securing a selling position.

Employees should expect to perform various duties in addition to selling.

Most employers hire on the evaluation of the applicant's appearance, experience, and references.

Most employers do not make a difference in compensation between new employees with no experience and new employees with part-time experience in high school, when newly employed.

Recommendations

On the basis of the preceding findings and conclusions, the following recommendations are suggested:

1. The findings of this study should be used by the business education and distributive education departments as a guide that will need constant revision in the light of business conditions and changes of employers.
2. Courses in business and distributive education should emphasize how to apply for a job and how to keep a job after it has been secured.
3. All students interested in working should be encouraged to register with the student placement bureau, in order that they may be informed of what to expect during the application for a job and what may be expected of them if employed.
4. All students interested in entering selling occupations as a career after leaving high school should be guided into Distributive Education classes.
5. Future investigations of compensation plans should determine the number of hours included in a work day, week, and month in order that meaningful comparison between compensation plans may be made.

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Name of Business _____ Person Interviewed _____ Title _____

Date _____ Type of Business _____

You are asked to answer some questions concerning the selling positions you have in your business. No mention in the final study will be given to individual firms.

1. How many new employees have you hired during 1949?

(a) Part-time M _____ F _____

(b) Full-time M _____ F _____

2. How many persons left your employ during 1949?

(a) Part-time M _____ F _____

(b) Full-time M _____ F _____

3. What is the average number of your sales force?

(a) Full-time M _____ F _____

(b) Part-time M _____ F _____

4. Is related experience

(a) Required Yes _____ No _____

(b) Preferred Yes _____ No _____

5. Do you prefer male or female employees?

Male _____ Female _____ No Preference _____

6. What is the minimum age employees will be hired?

Male _____ Female _____

7. Is part-time experience in high school helpful?

Yes _____ No _____ No Opinion _____

8. What is the minimum education required?

Completed

8 9 10 11 12 13 14 15 16 None

9. From what sources do you obtain new employees?

10. Will you give us some specific duties of the employee?

11. Does a new sales employee, with no experience, start selling when hired?

Yes _____ No _____

12. What compensation may a new employee with no experience expect to receive?

With part-time experience while in high school?

13. How do you consider the following factors in hiring?

Appearance _____

School Records _____

Experience _____

References _____

Others (Specify) _____

14. What factors do you consider in discharging an employee?

Inattention to Duties _____

Disloyalty to Firm _____

Uncooperativeness _____

Poor Appearance _____

Lack of Punctuality _____

Lack of Initiative _____

Others (Specify) _____

15. What are the areas of learning that you believe our high school should emphasize to a larger extent than it is now doing?

Handwritten note:
 10/10/10
 10/10/10
 10/10/10

TYPYST PAGE

THESIS TITLE: A SURVEY OF QUALIFICATIONS FOR BEGINNING
SALESPERSONS IN SELECTED RETAIL BUSINESSES
OF LAWTON, OKLAHOMA.

NAME OF AUTHOR: ROBERT W. STANBERRY

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