AN OCCUPATIONAL OPPORTUNITY SURVEY

OF BLACKWELL, OKLAHOMA

By

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CHAPTER I

INTRODUCTION

<u>Purpose of the study</u>. This study seeks to determine the requirements for the office and store occupational opportunities in Blackwell, Oklahoma. More specifically, the purpose of the study is as follows:

1. To ascertain the approximate number of part-time and full-time employees in office and store occupations in Blackwell:

2. To classify the firms as to the number of full-time employees;

 To determine the minimum age requirements for both men and women for the various office and store occupations;

4. To determine the preference for men and women employees in the different office and store occupations;

5. To determine what educational level is required for the various positions represented in the study;

6. To determine whether experience is required for the various positions represented in the study;

7. To determine the number of new workers employed during the last twelve months and the number of workers dropped from the pay roll during the last twelve months, and thus to determine the number of office and store employment opportunities available during the year;

 To determine, to some extent, the duties performed by the various employees;

 To determine the extent to which training in the operation of different office machines is required or recommended for various positions;

10. To determine the deficiencies in English, spelling, personal appearance, and office manners of the average new employee;

11. To estimate the number of Northern Oklahoma Junior College graduates or former students now employed in the city of Blackwell in the selected office and store occupations included in this study.

<u>Need for the study</u>. While it is believed that the findings of this study will be of help to all agencies that train workers for employment in store and office occupations in Blackwell, Oklahoma, the study is undertaken with particular interest in the opportunities that may be available to graduates and former students of the Northern Oklahoma Junior College, located at Tonkawa, Oklahoma, and with a specific objective of providing information that will assist the business department of this institution in guiding and preparing for employment those students who expect to seek employment in store and office occupations in Blackwell.

During the last three years, the post World War II school years, 14.7 per cent of the students enrolled in Northern Oklahoma Junior College have come from Blackwell. Of these, 27.9 per cent have enrolled in the business department. It is reasonable to believe that many of these students, as well as other students whose homes are in the surrounding area, are interested in preparing for and obtaining employment in store and office occupations in Blackwell. In Table I the enrollment of students from Blackwell is compared with the total college enrollment and the total business department enrollment for the academic years 1946-1947 to 1948-1949, inclusive.

The dual objective of the business department of Northern Oklahoma Junior College is: (1) To give all students a cultural appreciation of the economic and social factors and influences affecting the modern complex business organization, and (2) to prepare students for either (a) advanced study toward degrees in the particular fields of business operation

STUDENTS FR	OM B	LACKWELI	ENROI	LED I	N NO	RTHERM	OKLAHOMA	JUNIOR	COLLEGE
DURING	THE	SCHOOL	YEARS	1946-	1947	TO 10	948-1949.	INCLUSIV	/E

TABLE I

		Total		ll Students	Enr	ell Students colled in s Department Per cent of
Year	Total College Enrollment	Business Department Enrollment	Number	Per cent of Total Enrollment	Number	Business Department Enrollment
1946-1947	595	157	77	13.0	16	10.2
1947-1948	517	143	78	15.1	19	13.3
1948-1949	399	122	67	16.8	19	15.6
Total	1,511	422	222	14.7	54	12.8

This table should be read as follows: Total college enrollment for the year 1946-1947 was 595; total business department enrollment was 157; 77, or 13 per cent, of the total students were from Blackwell. The sixteen students from Blackwell who were enrolled in the business department constituted 10.2 per cent of the total 1946-1947 enrollment in that department.

in a continuation of college training, or (b) to prepare students for immediate employment, following graduation, in industry or trade by a more intensive training in the specialized skills required in particular business office occupations.

It is believed that only a small percentage of the graduates of Northern Oklahoma Junior College seek higher education. Many of the students take vocational and terminal courses, expecting to seek and find employment upon graduation. The average age of these students at the time of graduation is between nineteen and twenty. It is highly important that information be available concerning what types of work folk of that age may reasonably expect to secure in Blackwell, as well as in other communities in the immediate area served by Northern Oklahoma Junior College. The annual employee turnover and the number of Northern Oklahoma Junior College graduates and former students in the various types of positions should also be available so that there will be some evidence upon which to base an estimate of the number of positions annually available. The data secured by this study should give some insight into the question of whether there are too many people trained by Northern Oklahoma Junior College for certain lines of work and not enough for others.

Age requirements, sex preferences, educational requirements, experience requirements, turnover in employees, and other facts concerning employment should be known by the advisers of students who wish to prepare for employment. These advisers should know to what types of jobs these requirements apply. This information should be available to students before they start their training, rather than after they finish the course of study at this institution, and begin seeking employment.

Since the industries in different cities do not coincide, neither do employment situations. This being true, the only reliable information

concerning local employment conditions is to be found in the results of a study of the local situation.

The different types of duties performed by various employees should be known if an institution is to give an adequate scope of training to its students. It is important that training be given on the types of machines in common use and that the number of employees who need to know how to operate these machines be known. It is possible that too many or too few students study machine operations. The data in this study should reveal this information.

Often a job is lost because of deficiencies other than in skill or subject material. This study attempts to determine these common obstacles.

It is possible that certain Northern Oklahoma Junior College graduates or former students might have secured different types of employment if different training had been available, or if they had been given some insight into the business and occupational opportunities in Blackwell by their advisers. There is need for a study that will secure facts and reliable information to be used in advisory work at Northern Oklahoma Junior College.

<u>Scope and delimitation</u>. This study does not include all of the firms in Blackwell, but it does include all of the retail stores, wholesale firms, and offices in the following classifications.

Retail

Accounting Firms	2	Men's Wear	2
Appliance Stores	1	Motor Companies	7
Attorneys' Offices	9	Municipal Office	1
Auto Supply and	1.1.1	Music Store	1
Accessory Stores	4	Newspaper Office	1
Baby Shop	1	0il Office	1
Banks	2	Optometrist's Office	1
Clinics and Hospitals	2	Order House	1
Credit Associations	2	Paint and Wallpaper	
Dentists' Offices	7	Company	1
and the second			

Doctors' Offices	6	Plumbing Company	1
Drilling Companies	3	Printing and Stationery	
Drug Stores	4	Company	1
Dry Good Stores	4	Public School Offices	3
Electric Shop	1	Real Estate Offices	2
Five and Ten Cent Stores	2	Shoe Store	ī
Funeral Home	1	Sporting Goods Shop	ī
Furniture Stores	4	Telephone Office	1
Grocery Stores	11	Theater	1
Hardware Store	1	Utility Companies	2
Hatcheries	2		
Hotels	2	Wholesale	
Insurance Offices	9		
Jewelry Stores	2	Bottling Works	2
Ladies' Dress Shops	3	Glass Factory	1
Loan Company	i	Meat Packing Company	1
Lumber Companies	4	Zinc Company	1
and the second se			

Bakeries, barber shops, beauty shops, cafes, cleaning shops and photograph studios, were omitted from the study because they hire, for the most part, only skilled employees trained in their particular fields, which are not included in the scope of training of business education. The original list contained 150 firms; six were eliminated because of duplications, leaving 144 firms to be interviewed. These duplications were not apparent on the original list because some firms are classified in two different categories in the telephone directory. For example: an insurance agency and a loan and investment company are the same firm. This was not evident until the city directory was checked for exact location. Twenty of the 144 firms were eliminated for the following reasons: Ten of the firms were found to be in undesirable locations, such as those in the poorer sections of the business district catering to a caliber of folk undesirable to be contacted by the interviewer; seven of the firms had either gone out of business or moved to another city; the municipal offices, which were divided on the original list into four separate firms, were found to be handled under one office organization. The 124 firms visited employ 427 full-time employees and 33 part-time employees. The majority of the

study deals with the 427 full-time employees, because the possibilities of part-time employment are of very little interest to the junior college graduate.

<u>Procedure</u>. A tentative outline including the purpose, justification, scope, source of data, procedure, and a tentative interview schedule were drawn up after examination of similar studies made in other communities. The schedule was presented to a business education seminar at the Oklahoma Agricultural and Mechanical College for criticism and suggestions. After several revisions were made, the final draft was approved by the chairman of the thesis committee. A copy of the interview schedule used is included in the Appendix.

A list of firms to be included in the study was compiled from the classified section of the telephone directory. The list was then revised by checking it with the city directory.

Representatives of all the firms were interviewed by the investigator. With the exception of one, employers were very co-operative and expressed the belief that there was need for such a study in their city.

The data gathered were first grouped according to the types of positions represented--with number of full-time and part-time employees in each type of position. The firms were then classified as to the number of employees hired. These classifications are treated in Chapter II. The data were then divided into two general classes: those which have to do with selling positions, and those which concern office workers. The selling positions were broken down into two classes, retail sales personnel and the wholesale personnel. The office positions were segregated to deal with the following classes of employees: record keepers, stenographers, clerks and miscellaneous employees. The data were then analyzed from the following points of view: positions represented, with number of employees in each type of position; firms classified according to the number of fulltime employees; minimum employment age; preference by sex; education requirements; rate of turnover in employees during twelve-month period; duties performed by each employee; machines operated; and the general educational deficiencies of the average new employee.

CHAPTER II

GENERAL RESULTS OF THE STUDY

The data for this study were collected by personal interviews with representatives of a selected group of business firms operating in Blackwell, Oklahoma.

The original list, which was compiled from the classified section of the telephone directory, contained 150 firms. A revision of the list was made by checking with the city directory. Elimination of six duplications in the list reduced the number of firms from 150 to 144. Twenty of these 144 firms were eliminated, for reasons mentioned in the explanation of the scope and delimitation of the study in the preceding chapter; therefore, 124 firms are actually represented in the study.

Full-time and Part-time Employees Classified According to Nature of Business and Type of Position

<u>Full-time employees</u>. The 427 full-time employees included in this study are distributed among 124 firms. An employee's "position," as used in reference to the gathered data, is one in which the employee performs the majority of his duties and to which he devotes most of his working time.

Fourteen employees are classified as accountents. The banking firms employ the greatest number of accountants, three. As shown in Chapter I, there are two banks included in the study. There are two accounting firms in the city, but each employs only one full-time accountant. There are 53 full-time bookkeepers, as shown in Table II. The banks employ the greatest number in this type of position. The banking business employs the largest number of the total 32 cashiers and 8 bookkeeping machine operators included in this study.

TABLE II

FULL-TIME AND PART-TIME EMPLOYEES CLASSIFIED ACCORDING TO NATURE OF BUSINESS AND TYPE OF POSITION

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Accountants	Bookkeepers	Bookkeeping Mach. Operators	Cashiers	General Office Clerks	Office Boys or Girls	Order Clerks	PBX Operators	Retail Salesmen in Stores	Secretaries	Stenographers	Stock Clerks	Wholessle Salesmen	Totals
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TABLE II

FULL-TIME AND PART-TIME EMPLOYEES CLASSIFIED ACCORDING TO NATURE OF BUSINESS AND TYPE OF POSITION (CONTINUED)

							Coloresta and grand							
	and the second		1964		and have the print of the print	T	ype (oî Po	sition					
Nature of Business	Accountants	Bookkeepers	Bookkeeping Mach. Operators	Cashiers	General Office Clerks	Office Boys or Girls	Order Clerks	PBX Operators	Retail Salesmen in Stores	Secretaries	Stenographers	Stock Clerks	Wholesale Salesmen	Totals
Grocery Stores		2(2)		2					25(1)			10(2)		39(4)
Hardware Stores		1							1			en filmen filmen filmen filmen gestaar	an a	2
Hatcheries	1	1							4(2)	n, ang 1994 - Ang 1996		- 22 - 14 - 14 - 14 - 14 - 14 - 14 - 14	an an tha an the second se	6(2)
Hotels				2	2			1		iler de la comp		n yé a silan yinyi ye Cappa si Campada da	a and the second se	5
Insurance														
Offices					1	2				5	1			9
Jewelry Stores									6(1)					6(1)
Ladies' Dress														
Shops		2							14(2)					16(2)
Loan Companies		1								1				2
Lumber Companies		1			5				7(1)					10(1)
Men's Wear	an artist the descelation			-			Contract of the second		6(2)			traviniantia ataunti ante antere		6(2)
Motor Companies		7(1)		<u>ų</u> .					10	Anna and an				21(1)
Municipal Offices	1			2							1	alasia ana minana ana ana ana ana ana ana ana ana an		<u>)†</u>
Music Stores]							3		in they stimute - in -		a da di sa ta angela). <u> </u> .
Newspaper Office		1								-				1
Oil Office										1				1.
Optometrist's Office		1												1
Order Houses				1			2						1-01-02-020-2 (MC-200-20-00-00-00-00-00-00-00-00-00-00-00	3
Paint and	2 N CONTRACTOR DOCUMENTS	an an an the second	ne were bei staat of a fi berjak											
Wallpaper Companies									3			a Mélantinan		3

	-					Typ	e of	Pos	ition		-			
Nature of Business	Accountants	Bookkeepers	Bookkeeping Mach. Operators	Cashiers	General Office Clerks	Office Boys or Girls	Order Clerks	PBX Operators	Retail Salesmen in Stores	Secretaries	S tenographers	Stock Clerks	Wholesale Salesmen	Totals
Plumbing Companies		1							3			1. July		4
Printing and	5					1. 1. 1.	1			200			1	
Stationery Companies		1						1. 1.	2(1)					3(1)
Public Schools Offices								_		3			200 -101	3
Real Estate Offices										2				2
Shoe Store									1		_			1
Sporting Goods Shops		1							3					4
Telephone Office				3	2			_						5
Theater											1			1
Utility Companies	2	2	2	4	2			-		1	3			16
WHOLESALE		-/->												
Bottling Works		2(1)											5	7(1)
Glass Factory		2			2							- Carlos	8	12
Meat Packing Company	2		1	1			1				E		and the second	8 20
Zinc Company	2							1		2	5		10	20
TOTALS	14(1)	53(3)	8	32	13	6	3	2	205(27)	33	18	13(2)	27	427(33)

FULL-TIME AND PART-TIME EMPLOYEES CLASSIFIED ACCORDING TO NATURE OF BUSINESS AND TYPE OF POSITION (CONTINUED)

Note: The number of part-time employees is shown in parentheses following the number of full-time employees. This table should be read as follows: Accounting firms employ 2 accountants, 1 bookkeeper, and 2 secretaries.

TABLE II

There are 13 general office clerks, 6 office boys or girls, 3 order clerks and 2 P. B. X. operators employed; but none of these have any significant distribution with reference to the nature of the business in which they are employed. Some recognition should be given these occupations through the inclusion of some training along these lines in the office training classes.

It is significant to note that out of the 427 full-time employees, 205, or 45.1 per cent, are engaged in retail sales positions. The greatest number in this type of position, 35, are employed by the dry goods stores.

Credit associations and insurance offices employ the largest number of secretaries. Each of these groups of firms employs five secretaries. The other 23 of the total 33 secretaries are distributed among firms in 12 different types of businesses.

There are 15 stenographers employed. One wholesale company hires 5, or 27.8 per cent, of the total number of employees in this type of position. In order to be classified as a stenographer in this study the employee must use some system of shorthand.

Twenty-seven full-time wholesale salesmen are employed. These are distributed among four wholesale firms.

<u>Part-time employees</u>. There are 33 part-time employees hired by the various firms interviewed. Twenty-seven, or 81.8 per cent, of these part-time workers are engaged in retail selling positions.

Firms classified according to number of full-time employees. The firms with one full-time employee are the most prevalent in Blackwell. Table III shows that of the 124 firms represented, 48, or 38.7 per cent, have only one employee. Forty-eight, 11.3 per cent, of the 427 employees included in the study are employed by these 48 firms.

TABLE III

FIRMS CLASSIFIED ACCORDING TO NUMBER OF FULL-TIME EMPLOYTES

Firms with Number of Employees Specified	Number of Firms Represented	Percentage of Total Firms	Total Employees	Percentage of Total Employees
Firms with one employee	48	38.7	48	11.3
Firms with two employees	16	12.9	32	7.5
Firms with three employees	23	18.6	69	16.1
Firms with four employees	11	8.9	44	10.3
Firms with five employees	24	3.2	20	4.7
Firms with six employees	5	4.0	30	7.0
Firms with seven employees	6	4.9	42	9.8
Firms with eight employees	2	1.6	16	3.8
Firms with nine employees	1	, Ć	9	2.1
Firms with ten employees	2	1.6	20	4.7
Firms with eleven employees	l	.8	11	2.6
Firms with twelve employees	1	.8	12	2.8
Firms with fifteen employee:	s 2	1.6	30	7.0
Firms with twenty employees	1	.8	20	<u>)</u> !7
Firms with twenty-four emplo	oyees l	.8	24	5.6
Total	124	100.0	427	100.0

This table should be read as follows: Forty-eight, or 38.7 per cent, of the firms have only one employee each. These firms employ 48, or 11.3 per cent, of the total number of employees.

The largest group of employees is hired by the 23 firms with three full-time employees. These firms hire 69, or 16.1 per cent, of the total number of employees included in the study. The largest number of employees hired by a single firm is 24.

Preferences for men and women employees in various types of positions. The data presented in Table IV show that the firms included in the study prefer men for 184, or 43.1 per cent, of the positions and women for 162, or 37.9 per cent. No sex preference is stated for 81, or 19 per cent, of the positions.

Rate of turnover in employees during 12-month period. During a 12month period 133 employees were hired, while 128 employees were dropped from the pay roll. As Table V shows, in the total number of employees there was a turnover of 30.2 per cent.

The formula used for the determination of turnover throughout the study is: (1) Present number of employees plus separations minus newly employed equals number of employees at the beginning 12-month period. (2) Present number of employees plus number at beginning of 12-month period, divided by 2 equals average number of employees during last 12 months. Percentage of net turnover is based on average number of employees during last 12 months. The actual number of replacements during last 12 months is represented by total newly employed or total separated, whichever is smaller. Replacements divided by average number of employees gives percentage of turnover.

A study of Tables VI and VII will show that there is a 19.4 per cent turnover in the men employees during the 12-month period, while there is a 38.6 per cent turnover in the positions filled by women. The element of marriage is probably one controlling factor in the difference of the stability of the positions filled by men and those filled by women.

TABLE IV

EMPLOYERS' PREFERENCES FOR MEN AND WOMEN EMPLOYEES IN VARIOUS TYPES OF POSITIONS

		otal itions		len ferred		omen ferred	Pre	No ference
Position	<u>No.</u>	Per cent	No.	Per cent	No.	Per <u>cent</u>	No.	Per <u>cent</u>
Accountants	14	100	10	71.4	jt	28.6		
Bookkeepers	53	100	10	18.9	37	69.8	6	11.3
Bookkeeping Machine Operators	g	100	24	50	3	37.5	1	12.5
Cashiers	<u>3</u> 2	100	16	50	15	46.9	1	3.1
General Office Clerks	13	100	6)4J .1	7	53.9		
Office Boys or Girls	6	100			6	100		
Order Clerks	3	100			2	66.7	1	33.3
PBX Operators	2	100			2	100		
Retail Salesmen in Stores	205	100	95	46.3	39	19.1	71	34.6
Secretaries	33	100	3	9.1	29	87.9	1	3
Stenographers	18	100			18	100		
Stock Clerks	13	100	13	100				
Wholesale Salesmon	27	100	27	100				
To tal	427	100	184		162		81	92 AND 12 AND 12 AND 12 AND 14 AND
Percentage of Total Positions		100		¹ 43.1		37.9		19.0

This table should be read as follows: Men are preferred for 10, or 71.4 per cent, of the positions for accountants.

TABLE V

	Net	vly Empl	oyed		Separat	əd	Total	Tu r n	over
Positions	Men	Women	Total	Men	Women	To tel	Employees	Number*	Per cent**
Accountants	1	0	1	1	0	1	14	1	7.1
Bookkeepers	5	13	18	24	14	18	53	18	34.0
Bookkeeping									
Machine Operators	0	1	1	0	1	1	8	1	12.5
Cashiers	0	7	7	0	7	7	32	7	21.9
General Office Clerks	1	2	3	3.	1	2	ī.3	2	16
Office Boys or Girls	0	5	5	0	5	5	6	5	83.3
Order Clerks	0	0	Ō	0	1	ĺ	3	ō	ō
PBX Operators	0	2	2	0	2	5	2	2	100
Retail Salesmen									
in Stores	18	40	58	15	39 14	54	205	54	26.6
Secretaries	С	14	14	0	14	14	33	14	42.4
Stenographers	0	6	6	0	6	6	18	6	33.3
Stock Clerks	g	0	៩	8	0	g	13	g	61.5
Wholesale Salesmen	10	0	10	9	0	9	27	9	33.9
Total	43	90	133	<u>3</u> 8	90	128	427	128	30.2

RATE OF TURNOVER IN EMPLOYEES DURING 12-MONTH PERIOD

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

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

This table should be read as follows: During the last 12 months, 1 new man accountant was hired and 1 was separated from his job, resulting in a 71 per cent turnover.

TABLE VI

RATE OF TURNOVER IN MEN EMPLOYIES DURING 12-MONTH PERIOD

survey and the particular states of the second stat

	Newly		Total No. Men	famover			
Positions	Imployed	Separated	Employees		Per cent**		
Accountants	1	1	9	1	11,1		
Bookkeepers	5	4	13	24	32		
Bookkeeping							
Machine Operators	0	0	14	0	0		
Cashiers	0	0	12	0	0		
General							
Office Clerks	1	1	14	1	25		
Retail Salesmen					2		
in Stores	18	15	115	15	13.2		
Secretaries	0	õ	ź	ō	õ		
Stock Clerks	z	g	12	e	65.7		
Wholesale Salesmen	10	9	27	9	33.9		
fotal	43	38	198	38	19.4		

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

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

This table should be read as follows: During the last 12 months, 1 new man accountant was hired and one was separated from his job, resulting in a 11.1 per cent turnover.

TABLE VII

RATE OF TURNOVER IN NOMEN EMPLOYEES DURING 12-MONTH PERIOD

An information of the second s

	Newly		Total No. Women	Turnover			
Positions	<u>Employed</u>	Separated	Employees	Number*	Per cent**		
Accountants	G	0	5	0	0		
Bookkeepers	13	14	40	13	32.1		
Bookkeeping							
Machine Operators	1	1	λŀ	1	25		
Cashiers	7	7	20	7	35		
General Office Cleri	ks 2	1	9	1	11.8		
Office Boys or Girl	s 5	5	6	5	83.3		
Order Clerks	Ō	ĺ	3	Ō	ō		
PBX Operators	2	2	s	2	100		
Retail Salesmen							
in Stores	40	39	90	39	43.6		
Secretaries	114	1 4	31	14	45.2		
${ m Stenog}{f r}{ m aphers}$	6	6	īg	6	33.3		
Stock Clerks	0	Ó	1	0	Õ		

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

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

This table should be read as follows: During the last 12 months, none of the 5 women accountants were replaced.

Show the second state of the second state of the second state of the

From these data it is possible to estimate the number of positions which will be open to new employees annually. It is recognized, of course, that this is only an estimate, and can only be such, because of the number of uncontrollable factors which enter into determining the annual turnover of employees. The return of veterans to civilian jobs may have caused the turnover to be greater than normal during the past year.

Minimum employment ages for men employees. One-hundred ten men employees, or 55.3 per cent, hold positions for which the minimum age requirement is 18 years. For 37, or 18.6 per cent, of the jobs for men no minimum age requirement was specified, as shown in Table VIII.

The educational and experience requirements automatically take care of an age stipulation for many of the positions.

Minimum employment ages for women employees. The total number of women employees included in the study, as shown in Table IX, is 228. Of that total, 148, or 64.9 per cent, hold jobs in which new women employees are required to be at least 18 years of age. Thirty-nine, or 26.3 per cent, of these 148 positions are in retail selling, and 32, or 21.6 per cent, are for accountants. Thirty-five years is the highest age requirement; this requirement is made because the employers want their employees to have several years of household experience. Only 28, or 12.3 per cent, of the positions included in this study may be filled by females at the age of 16. Twenty-five, or 18.3 per cent, of these 28 are selling positions.

Since over 50 per cent of the positions require 18 as the minimum employment age for both men and women employees, the student who has finished junior college should meet no obstacles in so far as the employment age requirement for the various available positions is concerned.

TABLE VIII

MINIMUM EMPLOYMENT AGES FOR MEN EMPLOYEES IN VARIOUS TYPES OF POSITIONS

				Minim	m Age				No	Age	
		1.6	، من من من المن من الم المن من المن من الم	18		20	2000 - 2000	2]		irement	
600		Per	-1 12F	Per		Per		Per		Per	
Positions	<u>No.</u>	<u>_cent</u> _	No.	cent	No.	<u>cent</u>	<u>No</u> .	cent	No.	cent	Total
Accountants			g	7.3					1	2.7	9
Bookkeepers			g	7.3			5	14.3			13
Bookkeeping					-		-	-			
Machine											
Operators			24	3.6							4
Cashiers			10	9.1			2	5.7			12
General											
Office				• ~			-				١.
Clerks			2	1.8			2	5.7			կ
Retail											
Salesmen	0	69.2	FF	EO	4	100	03	60	07	~~~~	116
in Stores Secretaries	9	09.2	5 5	50	4	100	21 1	2.9	27	73	
Stock Clerks	4	30.8	5	4.5			مئ ہ	2.9	1 3	2.7 8.1	2 12
Wholesale		0.01	9						ر	0.1	
Salesmen			18	16.4			14	11.4	5	13.5	27
Total	13	100.0	110	100.0	<u>1</u>	100.0	35	100.0	37	100.0	199
****	مي روي ويونيونونونونونونونونونونونونونونونون				na to demondrad of resolution designed		المدارية محادث المحاوية المحاوية المحادثة	n - De genden i de mer fêle a biel de ministra a parties		na n	مى كى يېرى چىروياتلىرىغان شۇمىيىرىيىتىن دىرورايا
Percentage of Total Positions		6.5		55.3		2		17.6		18.6	100

This table should be read as follows: Nighteen years is the minimum age requirement for new men employees in 8 positions held by men accountants.

TABLE IX

MINIMUM EMPLOYMENT AGES FOR WOMEN EMPLOYEES IN VARIOUS TYPES OF POSITIONS

		6		g		Minimu O		n an Shakar Charles (Christian Shakar Sha Shakar Shakar	المركز المركز المركز المركز	۵۹ دهندی کنی کرد. ۲۰ وی کار این کار کار کار کار ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ - ۱۹۹۹ -		na anti sella sella seconda de la constanta de La constanta de la constanta de	Reg	Age uire-	erfine mellowage old (Smith Amerika), jego Marrien, also felgening and an angle ang
		Per	4	Per	<u> </u>	Per	6	1		25		5	men	and the second	
Positions	No.	<u>cent</u>	No.	<u>cent</u>	<u>No.</u>	<u>cent</u>	<u>No.</u>	Per <u>cent</u>	No.	Per cent	No.	Per <u>cent</u>	No.	Per <u>cent</u>	Total
Accountants			14	2.7									1	5.6	5
Bookkeepers			32	21.6	1	11.1	4	18.2	1	100			2	11	40
Bookkeeping Machine															
Operators			z	2.0									1	5.6	4
Cashiers			3 16	10.8	1	11.1	7	13.6					el.	9.0	20
General					ملد	ساد ۵ ماد ماهم	J	29.0							20
Office															
Clerks			9	6.1											9
Office Boys															2
or 'Girls			5	3.4			1	4.6							6
Order Clerks			2	1.4									1	5.6	32
PBX Operators			2	1.4											2
Retail Salesmen															
in Stores	25	89.3	39	26.3	6	66.7	5	22.7			2	100	12	66.6	89
Secretaries	2	7.1	20	13.5	1	11.1	7	31.8					1	5.6	31
${\tt Stenographers}$			16	10.8			2	9							18
Stock Clerks	1	3.6					ning as a surgery of the surgery of the				attents of website				1
Totals	28	1.00	148	100	9	100	55	100	1	100	2	100	18	100	228
Percentage of Total Positions		12.3		64.9		3.9		9.7	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	. <u>Þ</u>	##22;000-00002203(0#253##	.9	ngongangkik XII n¢-diffikingki Kangk	7.9	an a

This table should be read as follows: Eighteen years is the minimum age requirement for new women employees in 4 positions held by women accountants.

Experience Requirements for New Employees in Various Types of Positions

No employment experience is required of new employees in 321, or 75.2 per cent, of the 427 office and store positions included in the study.

In the case of order clerks, P. B. X. operators, stock clerks and wholesale salesmen no experience requirement is specified. Following in the high percentage range for no experience requirement are the general office clerks, with 84.6 per cent; the office boys or girls, with 83.3 per cent; the retail salesmen in stores, with 78.5 per cent; and bookkeeping machine operators, with 75 per cent.

As shown by Table X, the largest number of people employed in jobs in which there are no experience specifications for new employees are retail salesmen in stores. In this division, 161, or 78.5 per cent, of the 205 positions for retail salesmen do not require new employees to have employment experience. This condition is a definite advantage to the new job seeker who has just finished his formal education.

Experience requirements for <u>nor</u> men employees. Experience is not a consideration of major importance for most of the positions held by men employees. Table XI reveals that employment experience is not required in 153, or 77.3 per cent, of the positions held by men employees.

Experience requirements for new women employees. The experience requirement for new women employees is similar to that for the men. Of 229 positions filled by women, only 54, or 23.6 per cent, require experience of the new employee. Table XII shows that in the remaining 175, or 76.4 per cent, of the positions held by women employees experience is not required of new employees.

TABLE X

IXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW EMPLOYEES IN VARIOUS TYPES OF POSITIONS

ананындарынын улууналарын каларын каларын каларын каларын калары каларын калары калары калары калары калары ка Каларындарын каларын каларын каларын калары калар	nin an fan it were af trochen sjoer yn trochen a de fan were ar trochen sjoer yn trochen yn trochen yn trochen Mei ar ferfan it de fan de fan de fan ste fan de fan trochen yn trochen yn trochen yn trochen yn trochen yn tro		na alar takan da sa da takan da sa da s Internet da sa	<mark>ala na gun ang ang s</mark> ang sang sang sang sang sang sang sang s	y addientigen behandigen staten and gespeiner men som Andere som Albert behand men staten staten att protosom	ntaniyan musu (Kaalani kira adapan nyana musukingan Manika Intan Karatiga Inga misajini pada Panaka	
		tal tions	e	rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Accounts	14	100	6	42.9	g	57.1	
Bookkeepers Bookkeeping Machine	53	100	19	35.8	34	64.2	
Operators	g	100	2	25	6	75	
Cashiers General Office	32	100	1 5	25 46.9	17	53	
Clerks	13	100	2	15.4	11	84. S	
Office Boys	~			- /		atum au	
or Girls	6	100	1	16.7	5	83.3	
Order Clerks	3	100			5	100	
PBX Operators Retail Salesmen	2	100			2	100	
in Stores	205	100	44	21.5	161	78.5	
Secreteries	33	100	11	33.3	22	66.7	
Stenographers	íś	100	6	33.3	1.2	66.7	
Stock Clerks	13	100			13	100	
Wholesale	434 4						
Salesmen	27	100			27	100	
Total	427	#0#0://#60#8/x64*8.//##/#6.CUMUK####	106	*****	321	9451 EUDALAUE-JANE WARELEDE. 1974 - 49	
Percentage of Fotal Positions	48 4 - F	100	4,49,49,49,49,49,49,49,49,49,49,49,49,49	24.8	an a	75.2	

This table should be read as follows: Experience is required for 6, or 42.9 per cent, of the positions held by accountants.

TABLE XI

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW MEN EMPLOYEES IN VARIOUS TYPES OF POSITIONS

		tal tions		rience uired		rience lequired
Positions	Number	Per cent	Number	Per cent	Number	Per cent
Accountants	9	100	3	33.3	6	66.7
Bookkeepers	13	100	3 5	38.5	රි	61.5
Bookkeeping Machine	-		2	<i></i>		
Operators	4	100			<u>1</u> 4	100
Cashiers	12	100	6	50	6	50
General Office				2		2
Clerks	ų	100			կ	100
Retail Salesmen						
in Stores	115	1.00	30	26.1	85	73.9
Secretaries	2	1.00	1	50	i	50
Stock Clerks	12	100		-	12	100
Wholesale						
Salesmen	27	100			27	100
Total	198	₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩	45	628-7286-826-86-786-786-786-786-786-786-786-786-786	153	& 43999999999999999999999999999999999999
Percentage of Total Positions	nderspace of the second se	nan de la constante de la const	####\$	aberlan jogondu. Autou utikortekeen munikeen	and the second secon	allandille forger and alla dia grane anew finite
Held by Men		100		22.7		77.3

This table should be read as follows: Experience is required for 3, or 33.3 per cent, of the positions held by men accountants.

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TABLE XII

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW WOMEN EMPLOYEES IN VARIOUS TYPES OF POSITIONS

in a subsection and a subsection of a construction of a subsection of a s

	Posi	tal tions	Reo	erience uired	Experience Not Required		
Positions	Number	<u>Per cent</u>	Number	Per cent	Number	Per cent	
Accountants	5	100	3	60	2	40	
Bookkeepers	40	100	14	65	26	35	
Bookkeeping				-			
Machine							
Operators	4	100	2	50	5	50	
Cashiers	20	100	g	40	12	60	
General Office							
Clerks	9	100	2	22.2	7	77.8	
Office Boys							
or Girls	6	100	1	16.7	5	83.3	
Order Clerks	3	100			5 3 2	100	
PBX Operators	2	100			2	100	
Retail Salesmen							
in Stores	90	1.00	8	8.9	82	91.1	
Secretaries	31	100	10	32.3	21	67.7	
Stenographers	18	100	6	33.3	12	66.7	
Stock Clerks	1	100			1	100	
Totals	229	gangalenne (2001), der oder om federalen av der om de	54	₩₩, ₩ ₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩	175	994-1995-1996-1996-1996-1996-1996-1996-1997-1997	
Percentage of Total Positions	6 2016-9-9-9-9-9-9-9-9-9-9-9-9-9-9-9-9-9-9-9	чанийски формуски сталов сталов с таку	59979-9 9 939-99939-99939-99939-9999	al teach of the second	4,594-594 <u>-596-596-5</u> -4- <u>59499</u> ,598-598-598		
Held by Women		100		23.6		76.4	

This table should be read as follows: Experience is required for 3, or 60 per cent, of the positions held by women accountants.

Minimum Education Requirements for New Employees

In determining the minimum education requirements specified by employers for new employees in various types of positions, it was found that in 274, or 64.2 per cent, of the positions it is required that a new employee have a high school education. One hundred three, or 24.1 per cent, of the positions carry no minimum education requirement.

In twenty-one, or 4.9 per cent, of the positions new employees are required to have two years of college work. Table XIII gives complete data on education requirements for the various types of positions.

Minimum education requirements specified for new men employees. Table MIV shows that in 121, or 61.1 per cent, of the 198 office and store positions held by men a new employee is required to be a high school graduate. It is worthy of note that only four, or 2 per cent, of the positions available to men require at least 2 years of college and only 3, or 1.5 per cent, require a college degree. For 62 of the positions no educational requirement is designated.

Minimum education requirements specified for new women employees. One hundred fifty-three, or 66.8 per cent, of the 229 women employees hold positions in which new employees are required to be high school graduates. Table XV shows that only 17, or 7.5 per cent, of the positions demand at least 2 years of college. As has been mentioned, there are positions with certain training requirements that automatically demand at least some college or business college training.

Forty-one, or 17.9 per cent, of the total 229 positions do not carry an education requirement for women employees. Forty of these 41 positions are retail selling positions.

TABLE XIII

MINIMUM EDUCATION REQUIPEMENTS FOR NEW ERLOYEES IN VARIOUS TYPES OF POSITIONS

		tal tions Per	<u>8 th</u>	Grade Per	Sc	igh hool uation	Col	iness lege ining		ears loge		lege	No	ne
Positions	<u>No.</u>	<u>cent</u>	<u>No.</u>	cent	<u>No.</u>	Per <u>cent</u>	No.	Per cent	<u>No.</u>	Per <u>cent</u>	Ho.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>
Accountants	14	100			9	64.3	1	7.1	1	7.1	3	21.5		
Bookkeepers	53	100	2	3.8	40	75.4	1	i.9	7	13.2	3 2	3.Í	1	1.9
Bookkeeping Machine														
Operators	g	100			5	1.00								
Cashiers	32	100			29	90.6			3	9. <u>h</u>				
General Office	2	<i>4</i> 10 0			L-)	<i>.</i>			فر	J•7				
Clerks	13	100	2	15.4	9	69.2			2	15.4				
Office Boys														
or Girls	6	100			5	83.3	1	16.7						
Order Clerks	3	100			1	33.3			2	66.7				
PBX Operators	2	100			2	100				-				
Retail														
Salesmen				- 1		N			_					\
in Stores	205	100	5	2.4	101	49.3	÷		1	.5	կ	1.9	94	45.9
Secretaries	33	100			26	78.8	5	15.1	2	6.1				
Stenographers	18	100	~	n - 1.	14	77.8	1	5.5	3	1 6.7			-	
Stock Clerks	13	100	2	15.4	8	61.5							3	23.1
Wholesale Salesmen	27	100			22	81.5			a the billion of the second state				5	18.5
Total	427		11		274		9		21		9		103	
Percentages of Total Positions		100		2,6	1991 Da	64.2		2.1		4.9		2.1		24.1

This table should be read as follows: Of the 14 positions for accountants, 9, or 64.3 per cent, require that a new employee be a high school graduate.

TABLE XIV

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN FERLOYEES IN VARIOUS TYPES OF POSITIONS

Positions		tal tions Per <u>cent</u>	<u>Sth</u> No.	Grade Per cent	Sc	ligh hool uation Per cent	Col	siness Llege <u>dining</u> Per <u>cent</u>		ears <u>lege</u> Fer <u>cent</u>		lege uation Per <u>cent</u>	No.	Per <u>cent</u>
Accountants	9	100			6	66.7			1	11.1	2	22.2		
Bookkeepers	13	1.00	5	15.4	g	61.5			2	15.4	1	7.7		
Bookkeeping				2		-				- 2		1.1		
Machine														
Operators	<u>1</u>	100)ų	100					•			
Cashiers	12	100			12	1.00								
General Office														
Clerks	1ķ	100			4	100								
Retail Salesmen														
in Stores	115	100	<u>ų</u>	3.5	56	48.7			1	.9			54	46.9
Secretaries	2	100			2	100				-			-	-
Stock Clerks	12	100	2	16.7	7	58.3							3	25
Wholesale													2	-
Salesmen	27	100			55	81.5							5	18.5
Total	198	land (g	,,,,,,,,,,,,,,,,,,,,,,,,,,,, ,,,,,,,,,	121	genet (Constant and Constant)	d-18		14	9.000000000000000000000000000000000000	3	Quanting, yan agant daaliyan an Ha, a Kijang	62	Anger og Ørenigsstæget
Percentages of Total Positions	nine, ant genergy the state of generalization	100	******	¥ . 1		61.1	diji sali kasi k		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	2.0		1.5		31.3

This table should be read as follows: Of the 9 positions held by men accountants, 6, or 66.7 per cent, require that a new employee be a high school graduate.

TABLE XV

MINI	IMM	EDU(CATION	RE	QUIREMENTS
	FOR	MEN	WOMEN	EM	PLOYTES
ĪN	VAR	IOUS	TYPES	OF	POSITIONS

Positions		tal tions Per cent	<u>8th</u> No.	<u>Grade</u> Per cent	Sc	igh hool <u>uation</u> Per cent	Col	iness lege <u>ining</u> Per <u>cent</u>		ears lege Per cent		lege Wation Per cent	No.	ne Per cent
eyneridd ^{yn} lleg en ar feldig dell gyfel yn oeffig gyfel yn oeffi						and a second				-	and constant		and a state	
Accountants	5	100			3	60	1	20			1	20		
Bookkeepers	40	100			32	80	1	2.5	5	12.5	1	2.5	1	2.5
Bookkeeping					•									
Machine	14	100			١.	1 00								
Operators Cashiers	20	100 100			4	100			-	7 C				
General Office	20	100			17	85			3	15				
Clerks	9	100	2	22.2	5	55.6			2	2.2				
Office Boys	9	1.00	2	66 • C	9				4	۲.۲				
or Girls	6	100			5	83.3	1	16.7						
Order Clerks	3	100			í	33.3		-2-V • 1	2	66.7				
PBX Operators	2	100			5	100			L					
Retail Salesmen		u 0 0			Lo.									
in Stores	90	100	1	11.1	45	50					4	<u>1</u> , <u>1</u> ,	40	44.5
Secretaries	31	100		-	24	77.4	5	16.1	2	6.5				
Stenographers	18	100			14	77.8	ĺ	5.5	3	16.7				
Stock Clerks	1	100			1	100			-					
Total	229	Quering) - Theorem I and the Configuration	3		153	an a	9	*******	17	******	6		41	4.0000 <u>0,160</u> 000000
Percentage of	an nganan Ganang pang pang tang tang	hrischau-Maaritik-Vahr-Gapton	48493774300-13927 -1 867/1807		1999-9399	ne og se	₩ ₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩ ₩₩₩₩₩₩		a seringi laffan senfi (Karifan da digi da				₩₽₩₩₩₩₩₽₩ <mark>₽₩</mark> ₩₩₩₩	9389)-a-1
Total Positions		100		1.3		66.8		3.9		7.5		2.6		17.9

This table should be read as follows: Of the 5 positions held by women accountants, 3, or 60 per cent, require that a new employee be a high school graduate.

<u>Employees performing selected duties in various types of positions</u>. From the data presented in Table XVI it may be concluded that the average employee is required to perform a number of duties. It appears that students should be prepared to successfully handle some duties that are not closely identified with their major subject.

Table XVI shows that of the total 427 employees included in the study 43.8 per cent type, 45.2 per cent file, 14.3 per cent take dictation and transcribe, 45.4 per cent apply knowledge of bookkeeping principles and practices, and 65.33 per cent sell in performing their duties. The fact that over two-thirds of the employees have selling duties is especially significant.

<u>Employees operating business machines in various types of positions</u>. Table XVII shows the importance of training the students in machine operation in order to better prepare them for their future employment. While only one machine, the cash register, is operated by a large percentage of the 427 employees, it is significant that certain machines are operated by a large percentage of the employees engaged in certain specific occupations.

<u>Training in English and spelling</u>. Of the 12⁴ firms reporting on the need of additional training of English and spelling, Table XVIII shows that 64, or 67.7 per cent, of the firms did not feel that the average new employee needed more training along these lines.

<u>Training in appearance and office manners</u>. One hundred eight, or 87.1 per cent, of the 124 firms reported that the average new employee did not show an inadequacy in appearance and office manuers, as shown in Table XIX.

The employers seem to include these qualifications as prerequisites to employment.

This table should be read as follows: Eleven of the 14 accountants, or 78.6 per cent, have typewriting duties. Six, or 42.9 per cent, perform filing duties; 2, or 14.3 per cent, take dictation and transcribe; 14, or 100 per cent, apply the knowledge of bookkeeping principles and practices.

	Empl	tal oyees Per	Ţ	ype Pe r		ile Per	Dict e Tran	ake ation nd <u>scribe</u> Fer	Apply Knowledge of Book-	keeping oprinciples And Practices	3	ell Per
Positions	No.	cent	No.	<u>cent</u>	No.	cent	No.	<u>cent</u>	No.	cent	<u>No.</u>	<u>cent</u>
Accountants Bookkeepers Bookkeeping Ma-	14 53	100 100	11 47	78.6 88.7	6 بابا	42.9 83	2 12	14.3 22.6	14 53	100 100	25	47.1
chine Operators	8	100	8	100	λĻ	50	2	25	8	100	1	12.5
Cashiers General	32	1.00	29	90.6	22	68.8	14	12.5	24	75	9	28.1
Office Clerks Office Boys	13	100	13	100	13	100			13	100	2	15.4
or Girls	6	100	6	100	6	100	3	50	6	100	1.	16.7
Order Clerks	3 2	100	3	100	3	100			2	66.7	5	66.7
PBX Operators	2	100	1	50	1	50			l	50		
Retail Salesmen)				- 6	(
in Stores	205	100	18	8 .8	43	20.9	00	(a (36	17.6	205	100
Secretaries	33	100	33	100	33	100	20 7 <i>d</i>	60.6	28	84.8		
Stenographers	18	100	18	100	18	100	18	100	9	50	·7	F7 O
Stock Clerks	13	100									27	53.9 100
Wholesale Salesme		100	1 (17)		3 07	ini a fara da calendar ani persidente da calendar	6.7	Latification of the state of the	101	n an		100
Total	427	gentjensker op skillering han skale dør men	187		193	Canadhadh - Garail San Shairt - San San Shairt - San San Shairt - San Shairt - San Shairt - San Shairt - San S	61		194	alan salam yan sa	279	and the second
Percentage of Total Employees		100	angung di pangkang dingkang di	43.8		45.2		14.3		45.4		65.3

NUMBER AND PERCENTAGE OF EMPLOYEES PERFORMING SELECTED DUTIES IN VARIOUS TYPES OF POSITIONS

Selected Duties and Number and Percentage of Employees Performing Each Duty

TABLE XVI

TABLE XVII

NUMBER AND PERCENTAGE OF EMPLOYNES OPERATING MACHINES IN VARIOUS TYPES OF POSITIONS

						elected Off Percentage					
		tal oyees		ling hine	Mineo- graph	Liquid Process	Calcu- lator	Comp- tometer	Cash Register	Check <u>Writer</u>	Address- ing <u>Machine</u>
Positions	No.	Per <u>cent</u>	No.	Per cent	Per <u>No. cent</u>	Per <u>No. cent</u>	Per <u>No. cent</u>	Per <u>No. cent</u>	Per <u>No. cent</u>	Per <u>No. cent</u>	Per No. <u>cent</u>
Accountants Bookkeepers	14 53	100 100		100 86.8			750 713.2	$\begin{array}{c} 3 & 21.4 \\ 4 & 7.6 \end{array}$	1 7.1 22 41.2	9 64.3 15 28.3	
Bookkeeping Machine Operators Cashiers	8 32	100 1.00	8 30	100 93.8			3 37.5 5 15.6		1 12.5 7 21.9	1 12.5 8 25	
General Office Clerks Office Boys	13	2.00	10	76.9	4 30.8		1 7.7	2 15.4	2 15.4	2 15.4	2 15.4
or Cirls Order Clerks PBX Operators	6 3 2	1.00	1 3 1	100			1 16.7	1 16.7			
Retail Salesmen in Stores Secretaries Stenographers Stock Clerks	205 33 18 13	100 100	78 22 13 4	38.1 66.7 72.2 30.8	1.4 824.2 844.4	4 12.1 2 11.1	6 18.1 2 11.1	1 3 1 5.6	136 66.3 2 6.1 7 53.9	2 1 7 21.2 1 5.6	1 5.6
Wholesale Salesmen	27	100			21		70	12	and a subscription of the	45	now and Restance in Albertanesses
Totel Percentage of Total Employees	427	1.00	230		21 14.9	<u> </u>	<u>32</u> 7. 5	2.8	178 41.7	49 1.0.5	.7

TABLE XVIII

Replies of 124 employers to the question: "DOES YOUR AVERAGE NEW EMPLOYEE NEED MORE TRAINING

IN

ENGL	ISH	AND	SPULL	ING?"

₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩₩	цал Маллан III са мала умери и бере сила (со ца на мал у обдал) у дерети, на мал на на на на на на на на на на Кака була и при и берети ими и берети берети берети и се на	in der Galen Verschaft (Bereiche Gesticht von Beicheten Ferschleten der Leichen Anzeiten Bereichen Verschletz Gesticht - Aufgestichter Mittel Geber (Verschletz der Leicher) Anzeiten Bereichen Verschletz (Bereichen Bestellter Bestellter (Bestellter Bestellter))	میکند. دینی و دینی و بینی اور و بینی اور و بینی اور و بینی و ب بینی و بینی و	nan an Mara an Anna an Anna an Anna an Anna Anna	na a a fair an		
	es		No	Total Positions			
Number	Per cent	Number	Per cent	Number	Per cent		
40	32.3	84	67.7	124	100		

TABLE XIX

Replies of 124 employers to the question:

"DOES YOUR AVERAGE NEW EMPLOYEE NEED MORE TRAINING-

IN

APPEARANCE AND OFFICE MANNERS?"

	es		No		sitions
Number	Per cent	Number	Per cent	Number	Per cent
16	12.9	108	87.1	124	100

CHAPTER III

RECORD KEEPERS

<u>Number and sex of record keepers</u>. Record keepers in Blackwell total 67, or 13.4 per cent of the total number of employees included in the study. Mine, or 64.3 per cent, of the accountants are men, while 75.5 per cent of the bookkeepers are women. It may be that employers prefer bookkeepers who can do secretarial work as well as bookkeeping, and that they hire more women for this reason. It will be shown later in this chapter that 65.7 per cent of the bookkeepers list typewriting as one of the duties they perform, while 22.6 per cent report that they take dictation and transcribe. The fact that the bookkeeping group is so largely made up of women seems to be in keeping with the tendency to use women for secretarial work.

<u>Preferences for men and women employees</u>. The sex preference for accountants favors the men employees. Analysis of the data in Table XXI shows that 71.4 per cent of the accounting positions carry a preference for men employees. Women are preferred for 37, or 69.8 per cent, of the total number of bookkeeping positions.

<u>Eate of turnover</u>. There was a 7.1 per cent turnover in the accounting positions during the last 12-month period, as Table XXII shows. The preferential demand for men as accountants is probably a primary factor in this low turnover rate; since, as was pointed out in Chapter II, men employees hold their positions for a longer period of time than do women.

The turnover for men bookkeepers was 32 per cent during the past twelve months, as shown in Table XXIII, which was quite similar to the 32.1 per cent for women, shown in Table XXIV, and both are close to the average of 30.2 per cent for all employees included in the study.

TABLE XX

annan an ann an ann ann ann ann ann ann	n Martal Roman Mary an Andrea Mary an Angra Angra Angra Angra Ngang Manda Mary an Angra Angra Angra Angra Angra Ngang Manda Mary ang Angra Angra Angra Angra Angra Angra Angr	l, en Opel Zerin Verfallen in die weiten der besteht zerin Zerin Problem die eine Anter der die Versie versiert der Schmidtung is	nan Belan karanga Zitan Syar di Katika ang Pangan Pan Bara karang karang karang sa taun sa sagabér (arta magi	sin négamégy préside ava dérin artik gan tapit i santaga a santaga a " "I Ganada III (Gan Jaban deri nayar kata kata kata kata kata kata kata ka	n an	um maga da Aldali da Bali (n. 17 Mari Labar Aldara (Bara) (h. 17 G 1973 mang malakat (h. 1946) mang mang kata (h. 17 Jacob)	
			Wo	men	Total		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Accountants	9	64.3	5	35.7	14	100	
Bookkeepers	13	24.5	40	75.5	53	1.00	
To tal.	22	32.8	45	67.2	67	100	

RECORD KEEPERS EMPLOYED

This table should be read as follows: The firms in Blackwell employ a total of 67 accountants and bookkeepers. Of this total, 9 men and 5 women are accountants and 13 men and 40 women are bookkeepers.

TABLE XXI

EMPLOYERS' PREFERENCES FOR MEN AND WOMEN EMPLOYEES IN RECORD KEEPING POSITIONS

and a second strain and the second strain and the second strain second strain and the second s	A REPORT OF A REAL PROPERTY OF	To tal		Men			No			
	Po	sitions	\Pr	eferred	Pr	eferred	Pr	eference		
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent		
Accountants	14	100	10	71.4	չլ	28.6				
Bookkeepers	53	100	10	18.9	37	69.8	6	11.3		
Total	67	100	20	29.9)4]	61.2	6	8.9		

This table should be read as follows: When vacancies for accountants are filled, men are preferred for 10, or 71.4 per cent, of the positions and women are preferred for 4, or 28.6 per cent, of the positions.

TABLE XXII

RATE OF TURNOVER IN RECORD KEEPERS DURING 12-MONTH PERIOD

Positions	New Men		-		Separat <u>Women</u>		Total No. Employees	£19	over Per cent ^{**}
Accountants	1	0	1	1	0	1	14	1	7.1
Bookkeepers	5	13	18	4	14	18	53	18	34.0
Total.	6	13	19	5	14	19	67	19	58 . µ

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

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

This table should be read as follows: During a 12-month period one new accountant was hired, and one was separated from his job, resulting in a 7.1 per cent turnover.

TABLE XXIII

RATE OF TUPNOVER IN MEN RECORD KEEPERS DURING 12-MONTH PERIOD

All while a real of the second	ana ang ang ang ang ang ang ang ang ang			a a fa a shi ka	and a constant of the second
Positions	Newly Employed	Separated	Total No. Employees	Tur Number*	nover Per cent**
Accountants	1	1	9	1	11.1
Bookkeepers	5	Ţħ	13	4	32.0
ŢŢĊĸŎŢĹĊŢĊŢŎĊŎĸĸĬĸĿĸŎŀĊĸĊŎŊŎĊŎŢĊĸŎŎĬŎŎĿŢŎĊĊĿŦĨĸĊĿŎŢĬĸŎĬŔĸŎŎŢĬĸŎĬĬ	ĿĸŦŦĸĸŦŦĸĊĸĸŦĸĊĸġŊIJŦĸŦĬĿĸĸĸĬĬŦĸŎĊĸţĸĊŎĸĸĬĊĸĸĸĸĸĿĊŎĬŊĊĬŦĬŊĊŔĬŊŎĸĬŊĿĸŦĬŶĸĊĿŊĬĸĊĸĸŊĸ	₽₽₽₽₩\$₽₩₽₽₽₽₽₽₽₩₩₩₩₽₩₽₩₽₩₽₩₽₽₽₽₽₩₩₩₩₽₩₽₩₽₩₽₽₽₽	an a	sanda ya kilifa tiku kilifa Tika kini kulutifan da mijanda (k. pon k	- AMAGANALIST. LOGICI MILT PARTINING CAMANALIST. MI
Total	6	5	55	5	23.3

⁶ Actual number of replacements during last 12 months, represented by total newly employed or total separated, whichever is smaller.

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

This table should be read as follows: During a 12-month period one new man accountant was hired, and one was separated from his job, resulting in a 11.1 per cent turnover.

TABLE XXIV

RATE OF TURNOVER IN WOMEN RECORD KEEPERS DURING 12-MONTH PERIOD

Positions	Newly Employed	Separated	Total No. Employees	Turnover Number* Per cent*				
Accounts	0	0	5	0	0			
Bookkeepers	13	14	40	13	32.1			
To tal	13	14	45	13	28.6			

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

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

This table should be read as follows: During a 12-month period no women accountants were hired, and none were separated from their jcb.

<u>Minimum employment age</u>. In order to obtain a position as a record keeper the prospect must be at least 18 years of age. The average age requirement for all types of record keeping work for both men and women is 18.4. Tables XXV and XXVI reveal that the average minimum age for men and women bookkeepers is 18.9, while the average minimum age for accountants is 18. However, as has been pointed out before, the experience and educational requirement often automatically demand a higher employment age.

Experience requirements for new employees. There is no experience requirement for the new accountant employee in eight, or 57.2 per cent, of the 14 accounting positions included in this study. Thirty-four, or 64.2 per cent, of the bookkeeping positions do not require employment experience, as shown in Table XXVII. Of the 67 record keeping positions, only 25, or 37.3 per cent, require experience for the new employee. Some businoss men indicated that they would rather have an employee with a general education and perhaps training in the particular field of employment, and then the firm could carry on its own training program to meet the demands of the individual firm's routine.

Minimum education requirements. As might be expected, the education requirements for accountants are somewhat higher than those for the bookkeepers. Net even in the case of accounting, as shown in Table XXX, 64.3 per cent of the positions require only a high school education of the new employees.

Fourteen, or 63.7 per cent, of the record keeping positions held by men require the new employee to have a high school education. Table XXI shows that only an eighth grade education is required for 2, or 15.4 per cent, of the bookkeeping positions held by men. However, two, or 15.4 per cent, of the bookkeeping positions held by men require that new employees have 2 years of college work, and one, or 7.7 per cent, requires college

TABLE XXV

			Rate	Minimus	1 Age		5			Age			
		.8		20		21	2	and the second second second second	Requi	rement	To	tals	
Positions	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	Average <u>Age</u>
Accountants	š	88.9							7	11.1	9	100	18
Bookkeepers	g	61.5			5	38 . 5					1.3	100	19.2
Total	16	72.7		unitati (1990-1994), usatati (1994-1994), us	5	22.7	-9#***	in Mangalagen (42,500,500 km r Mangalagen (1	4.6	12	100	in an

MINIMON MAPLOYMENT AGE FOR HEN RECORD KEEPERS

This table should be read as follows: Eight, or 88.9 per cent, of the accounting positions filled by men have a minimum age requirement of 18. One, or 11.1 per cent, of the positions carries no age requirement.

TABLE XXVI

MINIMUM EMPLOYMENT AGE FOR WOMEN RECORD KEEPERS

		n de antaŭ filos Mato Casimo Metodo	M	inimum A	Sector and the sector is a sector of the sec	****	100-100-100-100-100-100-100-100-100-100						
	and and a second se	18	2			21		25	Requ	irement	Po	tals	
Positions	No.	Per cent	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per cent	No.	Per <u>cent</u>	Average Age
Accountants	4	80							1	20	5	100	18
Bookkeepers	32	80	l	2.5	<u>];</u>	10	1	2.5	2	5	40	100	1 8.6
Total	36	70	1	2.2	4	8.9	1	2.2	3	6.7	45	100	₩

This table should be read as follows: Four, or 80 per cent, of the accounting positions filled by women have a minimum age requirement of 18. One, or 20 per cent, of the positions carries no age requirement.

TABLE XXVII

EXPERIENCE REQUIREMENTS FOR NEW RECORD KEEPING EMPLOYEES

		tal tions		rience uired	Experience Not Required			
Positions	Number	Per cent	Number	Per cent	Number	Per cent		
Account on ts	J	100	6	42.8	g	57.2		
Bookkeepers	53	100	19	35.8	34	64.2		
Total	67	67 100		37.3	142	62.7		

This table should be read as follows: Six, or 42.8 per cent, of the accounting positions require experience. Eight, or 57.2 per cent, of the accounting positions do not require experience for new employees.

TABLE XXVIII

EXPERIENCE REQUIREMENTS FOR NEW MEN RECORD KEEPING EMPLOYEES

		tal tions		rience uired	Experience Not Required			
Positions	Number	Per cent	Number	Per cent	Number	Per cent		
Accountants	9 100		3	3 33.3		66.7		
Bookkeepers	1.3	100	5	38.5	8	61.5		
Totel	22 100		8 36.4		J .jt	63.6		

This table should be read as follows: Three, or 33.3 per cent, of the accounting positions held by men require experience. Six, or 66.7 per cent, of the accounting positions held by men do not require experience for new employees.

TABLE XXIX

EXPERIENCE REQUIREMENTS FOR NEW WOMEN RECORD REEPING EMPLOYEES

		tal tions		rience uired	Magerience Not Required			
Positions	Number	Per cent	Number	Per cent	Mumber	Per cent		
Accountants	5	100	3	60	2	7tO		
Bookkeepers	40	100	14	65	26	35		
Total	45 100		17	37.8	28	62.2		

This table should be read as follows: Three, or 60 per cent, of the accounting positions held by women require experience. Two, or 140 per cent, of the accounting positions held by women do not require experience for new employees.

TABLE XXX

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW RECORD KEEPERS

geng opgen og en forsen og en for	Total Positions Sth Grade		Sc	High School <u>Graduation</u>		Business College <u>Training</u>		2 Years College		lege uation	None			
Positions	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per cent	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>
Accountants	14	100			9	64.3	1	7.1	1	7.1	3	21.4		
Bookkeepers	53	100	2	3.8	40	75.5	1	1.9	7	13.2	5	3.8	1	1.9
To tal	67	100	2	3	49	73.1	2	3	g	11.9	5	7.5	1	1.5

This table should be read as follows: Of the 14 positions for accountants, 9, or 64.3 per cent, require that a new employee be a high school graduate.

TABLE XXXI

MINIMUM MDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW MEN RECORD KEEPERS

	designed and the second s		Iligh School Grade Graduation Per Per			Business College 2 Year <u>Training Colleg</u>				ge Graduation			None		
<u>Positions</u>	No.	Per <u>cent</u>	No.	<u>cent</u>	<u>No.</u>	<u>cent</u>	<u>No</u> .	Per <u>cent</u>	No.	rer <u>cent</u>	No.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>	
Accountants	9	100			6	65.7			1	11.1	2	22.2			
Bookkeepers	13	100	2	15.4	g	61.5			2	15.4	1	7.7			
Total	22	100	2	9.1	14	63.7			3	13.6	3	13.6		9079-00-00-00-00-00-00 9079-00-00-00-00-00-00	

This table should be read as follows: Of the 9 positions held by men accountants, 6, or 66.7 per cent, require that a new employee be a high school graduate.

graduation. One, or 11.1 per cent, of the accounting positions held by men require the new employee to have 2 years of college work, and 2, or 22.2 per cent, require college graduation.

No new women employees in record keeping positions will be hired with less than a high school education. As shown in Table XXXII, five, or 11.1 per cent, of the record keeping positions held by women require the new employee to have 2 years of college; and 2, or 4.4 per cent, require college graduation.

<u>Selected duties performed</u>. The employees in record keeping positions have a varied number of duties other than their direct book work. Table XXXIII shows that 78.6 per cent of the accountants and 88.7 per cent of the bookkeepers are required to use the typewriter. The duty of filing is performed by 42.9 per cent of the accountants and 83 per cent of the bookkeepers.

<u>Machines operated</u>. Sixty, or 89.6 per cent, of the record keepers use the adding machine, as shown in Table XXXIV. Fourteen, or 20.9 per cent use the calculator; 7, or 10.5 per cent, use the comptometer; 23, or 34.3 per cent, use the cash register; and 24, or 35.8 per cent, use the check writer.

These facts reveal that the students who are training for record keeping positions must be given a broad business education to meet the demands of the majority of the duties of their future positions.

TABLE XXXII

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW TOMEN RECORD KEEPERS

	Total <u>Positions</u> <u>Sth Grade</u> Per Per		The state of the second second	High School <u>Graduation</u> Per		Business College <u>Training</u> Per		2 Years College Per		College <u>Graduation</u> Per		Nc	one Per	
Positions	No.	<u>cent</u>	No.	<u>cent</u>	<u>No.</u>	<u>_cent</u>	No.	cent	<u>No.</u>	<u>cent</u>	No.	\underline{cent}	No.	<u>cent</u>
Accountants	5	100			3	60	l	20			1	20		
Bookkeepers	710	100			32	80	l	2,5	5	12.5	1	2.5	1	2.5
, Total	45	100			35	77.g	2	4.4	5	11.1	2	4.4	1	2.2

This table should be read as follows: Of the 5 positions held by women accountants, 3, or 60 per cent, require that a new employee be a high school graduate.

TABLE XXXIII

NUMBER AND PERCENTAGE OF RECORD KEEPING EMPLOYEES PERFORMING SELECTED DUTINS

				ŝ					r and Per ng Each I	N.#		
		tal oyees	Ē	Type File		Take Dictation and Transcribe		Apply Knowledge of Bookkeeping Principles and <u>Practices</u>		Se	211	
Positions	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>
Accountants	24	100	11	78.6	6	42.9	2	14.3	14	100		
Bookheepers	53	J 00	47	88.7	44	83	12	22.6	53	100	25	¥7.1
Total	67	1.00	58	86.6	50	74.7	14	20.9	67	100	25	37.3

This table should be read as follows: Eleven of the 14 accountants, or 78.6 per cent, have typewriting duties. Six, or 42.9 per cent, perform filing duties; 2, or 14.3 per cent, take dictation and transcribe; 14, or 100 per cent, apply the knowledge of bookkeeping principles and practices.

TABLE XXXIV

ę

NUMBER AND PERCENTAGE OF EFCORD KEEPING EMPLOYEES OPERATING MACHINES

						l Office ge of T						
		tal oyees		ing hine	Ce	lcu- tor	Con	and the second	Ca	sh.ster		neck riter
Positions	No.	Per cent	No.	Per cent	No.	Per <u>cent</u>	No.	Per cent	No.	Per cent	No.	Per <u>cent</u>
Accountants	1 ,†	100	14	100	7	50	3	21.4	1	7.1	9	64.3
Bookkeepers	53	100	46	100	7	13.2	4	7.6	22	41.2	15	28.3
Total	67	100	60	89,6	14	20.9	7	10.5	23	34.3	24	35. 8

This table should be read as follows: Fourteen, or 100 per cent, of the accountants operate the adding machine. Seven, or 50 per cent, of the accountants operate the calculator; 3, or 21.4 per cent, the comptometer; 1, or 71 per cent, the cash register: and 9, or 64.3 per cent, the check writer.

CHAPTER IV

SECRETARIAL EMPLOYEES

<u>Mumber and sex of secretarial employees</u>. Almost all of the secretarial positions are held by women employees. There are 33 secretaries included in the study and only 2, or 6.1 per cent, are men. Of the eighteen stenographers, as shown in Table XXXV, all are women.

<u>Preferences for men and women employees</u>. There are three of the positions of secretary that carry a preference for men employees, but women are preferred for all positions for stenographers. As was pointed out in Chapter II, in order to be classified as a stenographer in this study, the employee must have a working knowledge of some system of shorthand.

<u>Rate of turnover</u>. There were no newly employed men secretaries or stenographers. There were 14 women hired as secretaries during the past twelve months and 14 dropped from the pay roll, making a turnover in women secretaries of 45.2 per cent. There were six women stenographers hired during the past twelve months and 6 separated from their jobs, resulting in a turnover of 33.3 per cent for women stenographers. The above evidence, combined with the preference for women secretarial employees, indicates that there are few opportunities for men in the secretarial field.

The rate of turnover, as shown in Table XXXVII, is high for both secretaries and stenographers. The turnover for women secretarial employees during the 12-month period was 40.8 per cent. Breaking this turnover down, there was a 45.2 per cent turnover in the positions for secretaries and a 33.3 per cent turnover in the positions for stenographers. This may be attributed, in part at least, to the number of girls who quit their jobs to get married.

TABLE XXXV

ĸĸĸĔġĸŔŢĊĸĨĿĸŢŎĊŗĸĔĸŢŔĔĊŎĸĿĸĊĹĊĸĬŎĬŎŎŎŎĬĸĬĹĸĸŎŖĸŀĿĊŔĿĊĬĿĊ ĸĸĸĔġĸŔŢĊĸĨĿĸŢŎĊŗĸĔĸŢŔĔĊŎĸĿĊĹĿĿŔŎĬŎĿĸŎĸſĔĬŎŎŎ	ang ang pang pang pang pang pang pang pa	ĸĸŔĸĬŔſſĸĹŦĸĸĸĿĸĬĬĬĬĿĿŢĬŦŔĸŒĸĸĔĸĸĸŔĸĸĿĸĸſĸĸĹĸĸſĬŶĸĿĊĿĸĸ ĸŢĊĸŦŔĸĸŢĸĸĸŢĸĬĬĬĬĿĿŢĬĬŔĸŢĿŔĸŢĿŎĸŢĸĸĸŢĸŢĸĸĸĸĸĸĸĸĸĬĸĸĬĬĬĬĬĿ	alanda direk an Thaa indonesiya (indonesiya aya) in adama aya aya Aning an masar Mahamida a Catalanda aya ya mana Adama Aning an masar Mahamida a Catalanda aya ya mana Adama	ĸĸŢĸĬġſŎŎŎĊĊŢġŎĸĸĊĬŎŎĊŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎŎ		an a	
		Men	ŋ	omen	Total		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Secretaries	2	6.1	31	93.9	33	100	
Stenographers	0		18	100	18	100	
Total	2	3.9	49	96.1	51	100	

SECRETARIAL WORKERS EMPLOYED

This table should be read as follows: The firms in Blackwell employ a total of 33 secretaries. Of this total, 2, or 6.1 per cent, are men, and 31, or 93.9 per cent, are women.

TABLE XXXVI

EMPLOYERS' PREFERENCES FOR MEN AND WOMEN EMPLOYEES IN SECRETARIAL POSITIONS

> in in a statistic sector with the statistic statistic statistic statistic statistic statistics and statistics a A statistic statistic statistics and statistics and the statistic statistics for the statistic statistics and st

gant divisibility in Proceedings of the second state of the

	Total Positions		Men Preferred		Women Preferred		No Preference	
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
Secretaries	33	100	3	9.1	29	87.9	1	3
Stenographers	18	100			18	100		
Total	51	100	3	5.9	47	92.2	1	1.1

This table should be read as follows: When secretarial vacancies are filled, men are preferred for 3, or 9.1 per cent, of the positions and women are preferred for 29, or 87.9 per cent, of the positions. One position carries no sex preference.

TABLE XXXVII

RATE OF TURNOVER OF SECRETARIAL EMPLOYEES DURING 1.2-MONTH PERIOD

La construction de la construction La construction de la construction		an a	1928.201.207.201.018.0180.000 1929.000	ala alianan (gayang, gajala) ga ginan yang di daga da		janniji – polaza Vez bilgar osto – nitemat Lanač i latvinički – u nitema polatik i da	na Jandia Managaran Anggaran A La anggaran A	pplörjaste Cana yr bai af syddig Agar fragt Milly fa Canadd	angenerative. Den digene
	New	ly Empl	oyed		Separat	ed	Total No.	Tur	nover Per
Positions	Men	Women	Total	Men	Women	Total	Employees	<u>No.</u> *	<u>cent</u> **
Secretaries	0	JĦ	14	0	1]†	14	33	14	42.4
Stenographers	0	6	6	0	6	6	18	6	33.3
To tal.	0	20	20	0	20	20	51	20	39.2

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

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

This table should be read as follows: During a 12-month period 14 new secretarial employees were hired, and 14 were separated from their jobs, resulting in a 42.4 per cent turnover.

TABLE XXXVIII

RATE OF TURNOVER OF MEN SECRETARIAL EMPLOYEES DURING 12-MONTH PERIOD

аларына өнө арар муулар аларын түркөн аларын арарын арарын арарын арарын арарын арарын арарын арарын арарын ар Арарын арар арарын ар	ander andere andere state andere andere and an andere and a second state and a second second second second sec Second second and an		ĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸĸ ĸĸĸĸĸĸĸĸĸĸ	nin karing sang pangkan karing kanang sang sang sang sang sang sang sang	analay amin'ny sorana defany analay analay amin'ny sorana Na ang ang ang ang ang ang ang ang ang an
Positions	Mewly Employed	Scrarated	Total No. <u>Employees</u>		nover Per cent**
Secretaries	0	0	2	0	0
elon to balancal, un testi an antical de la deve de la deve de la terra, de la terra, de la terra, de la terra De la constante de la constante de la terra de la t		na anaran di kana <mark>Ba</mark> nak penangan panan kanan kanan Baharama kanan k	аласынды тары тарықтар қаралар жаралары жаралары жаралары аларын тарықтар жараларын қараларын қараларынан жараларынан аларықтар тарықтар қараларын қараларын қараларынан жараларынан қаралары қараларын қаралары қаралары қаралары қа	SIRGUL ORDER STOLEN VERSION OF STOLEN ST STOLEN STOLEN	nachan analagangan ang ang ang ang ang ang ang ang

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

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

This table should be read as follows: During a 12-month period no men secretaries were hired, and none were separated from their jobs.

PABLE XXXIX

RATE OF TURNOVER OF WOMEN SECRETARIAL EMPLOYEES DURING 1.2-MONTH PERIOD

and an analysis of the second seco Second Second	r yn Michaelwillia Africh De yn rweddaraid a friadwr hefrad yn gymer Barbellan Africa. Afri y gynr ef yn Yn Newnaddiger fran 100 arw Agerwy a Offin Michael Brywnad ffinwr y gynr ffan y gynr wran yn y gynr. Maenau, '	a anna an	an man na shi bar ^a ni majiyo kubukanya jina labo yinga asilan na jao wa po 2000 Inda na jinga Calenda yinga mangana yina na pana asila na pangangan panang Inda na jinga Calenda yinga mangana na pangana na pangangan panang	an a	al Carrowski na stranovni a se sa na se na stranovni 1979 (p. 1777) – Tanton († 1979) se sa se se se se se se se se se se 1979 (p. 1777) – Tanton († 1979) se sa se sa se
Positions	Newly Employed	Separated	Total No. Employees	and the second s	nover Per cent**
Secretaries	14	<u>1</u> 1	31	7.14	45.2
Stenographers	6	6	18	6	33.3
To tell	20	20	2,9	20	40.8
	an din se elementaria de la la la compactaria de la compactaria de la compactaria de la compactaria de la comp La compactaria de la c				

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

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

This table should be read as follows: During a 12-month period 14 new women secretaries were hired, and 14 were separated from the firms, resulting in a 45.2 per cent turnover.

Minimum employment age. The majority of the secretarial positions are open to women at the age of 18. Of the 31 positions held by women secretaries, 20, or 64.5 per cent, require the new employee to be at least 18 years of age, as shown in Table XLI. Sixteen, or 88.9 per cent, of the positions held by women stenographers require a minimum age of 18 years. The average for the two men secretaries included in the study is 21.

Experience requirements for new employees. As 18.4 years is the minimum average age requirement for the new women employees in the secretarial positions, and as 67.7 per cent of the positions for secretaries and 66.7 per cent of the positions for stenographers require no experience, the junior college woman student seeking employment in these particular fields should meet no obstacles as far as the age and experience requirements are concerned. Tables XLII, XLIII, and XLIV show the detailed experience requirements for new secretarial employees.

<u>Minimum education requirements</u>. The majority of the positions for secretories and stenographers require that the new employee be at least a high school graduate. The minimum education requirement for the new employee in the positions held by men secretaries is a high school education.

Twenty-four, or 77.4 per cent, of jobs held by women secretaries require a high school education. Fourteen, or 77.8 per cent, of the positions for women stenographers require only a high school education. None of the positions for secretaries or stenographers are available to employees with less than a high school education, as shown in Table XLV.

Six, or 11.5 per cent, of the secretarial positions held by women require business college training, while 5, or 9.8 per cent, require 2 years of college work.

TABLE XL

MINIMUM EMPLOYMENT AGE FOR NEW MEN SECRETARIAL EMPLOYEES

	Mini		tin di unita di minato di unita di unit	and a strange of the second		ter a sense and the second	станинарындар баралдык жаралдар түрөөдө Майрындан «Каландар баралдар түрөөдөгтөн Каландар «Каландар баралдар түрөөдөгтөн		
	Age 21		No Age <u>Requirement</u>			tal			
Positions	No.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>	No.	Per <u>cent</u>	Average <u>Age</u>		
Secretaries	1	50	1	50	2	100	21		
ĨġĸĸŧĸIJĊĊĔĸĿŦĬŊĿŎŎſŖĿŎŊĹĊĊŔġ ĸĨġſĸĊġĿŎĊĦĸĿĊŶĸĸŦĬĴŎŀſĊĬĸŎĿĬŔĬŎĿĸĔſŔĬĿĬĬŔIJĿŎĿĔĬĬĬŔĿĿŎĿĬĸĸĸĿĸĿŎĿĿ ĸĨġſĸĊġĿŎĊĦĸĿĊŶĸĸŦĬĴŎŀſĊĬĿŎĬĬĬŔIJĿĔĬŔĬŎĿĸĔſŔĿĬĬĬŔIJĿŎĿĔĬĬĬĬŔĿĿŎĿ									

This table should be read as follows: One of the secretarial positions held by men has a minimum age requirement of 21.

TABLE XLI

MINIMUM EMPLOYMENT AGE FOR NEW WOMEN SECRETARIAL EMPLOYEES

			M	inimum .	Age		No Age							
]	.6	1	.8	رو ک	20	2	and the second second second	Requi	rement	To	tal		
Positions	<u>No</u> .	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	Average <u>Age</u>	
Secretaries	2	6.5	20	64.5	1	3.2	7	22.6	1	3.2	31	100	18.6	
Stenographers			16	88.9			2	11.1			18	100	18.1	
Total	2	4.1	36	73.5	1	2	9	18.4	1	2	<u>4</u> 9	10 0	18.4	

This table should be read as follows: Two, or 6.5 per cent, of the secretarial positions held by women have a minimum age requirement of 16. Twenty, or 64.5 per cent, of the positions have a minimum age requirement of 18; one has a minimum age requirement of 20; 7, or 22.6 per cent, have a minimum age requirement of 21. One position carries no age requirement.

TABLE XLII

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW SECRETARIAL EMPLOYEES

FOR NEW MEN SECRE

		tal tions		vience uired	Experience Not Required			
Positions	Number	Per cent	Number	Per cent	Number	Per cent		
Secretaries	33	100	11	33.3	22	66.7		
Stenographers	18	100	6	33.3	12	66.7		
Total	51	100	17	33.3	34	66.7		

This table should be read as follows: Eleven, or 33.3 per cent, of the secretarial positions require experience; 22, or 66.7 per cent, of the secretarial positions require no experience.

TABLE XLIV

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW WOMEN SECRETARIAL EMPLOYEES

		tal tions		erien c e uizod	Exp erience Not Required			
Positions	Number	Per cent	Number	Per cent	Number	Per cent		
Secretaries	31	100	1 0	32.3	51	67.7		
Stenographers	18	100	6	33.3	12	66.7		
To tel	49	100	16	32.6	33	67.4		

This table should be read as follows: Ten, or 32.3 per cent, of the secretarial positions held by women require experience; 21, or 67.7 per cent, of the secretarial positions held by women do not require experience of the new employee.

TABLE XLV

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYEES FOR NEW SECRETARIAL EMPLOYEES

		tal tions	~	School ation	Col	iness lege <u>vining</u>		ears lege	Grad	uation	No	
Positions	<u>No.</u>	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>
Secretaries	33	100	26	78. 8	5	15 .1	2	6.1				
Stenographers	18	100	14	77.8	1	5.5	3	16.7				
Total	51	100	40	78.¥	6	11.8	5	9.8	n an	iso metalimiketi tatsar tikan vito ora soning	an antair conner	(nurserier)@ise*12;#

This table should be read as follows: Twenty-six, or 78.8 per cent, of the positions of secretary held by women require high school graduation of the new employee; 5, or 15.1 per cent, require business college training; and 2, or 6.1 per cent, require 2 years of college.

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TABLE XLVI

MINIMUM EDUCATION DEQUIREMENTS SPECIFIED BY EMPLOYEES FOR NEW MEN SECRETARIAL EMPLOYEES

		otal itions	High School Graduation				
Positions	Humber	Per cent	Number	Per cent			
Secretaries	2	100	2	100			

This table should be read as follows: Two, or 100 per cent, of the positions of secretary held by men require high school graduation of the new employee.

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TABLE XLVII

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW WOMEN SECRETARIAL EMPLOYEES

	Total Positions		High School Graduation		Col	iness Lege ining	2 Years College	
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
Secretaries	31	100	514	77.4	5	16.1	2	6.5
Stenographers	1 g	100	14	77.8	1	5.5	3	16.7
Total	49	100	38	77.6	6	12.2	5	10.2

This table should be read as follows: "Eventy-four, or 77.4 per cent, of the positions of secretary held by women require high school graduation of the new employee; 5, or 16.1 per cent, require business college training; and 2, or 6.5 per cent, require 2 years of college. Selected duties performed. All secretaries and stenographers are required to perform the duties of typewriting and filing. All stenographers and 60.6 per cent of the secretaries are required to take dictation and transcribe, as shown in Table XLVIII. The application of the knowledge of bookkeeping principles and practices is required of 84.8 per cent of the secretaries and 50 per cent of the stenographers. With this point in view it may be assumed that a course in accounting should be one of the requirements in the training program of the secretarial science department.

<u>Machines operated</u>. The adding machine is the most widely used office machine, as shown in Table XLIX. Twenty-two, or 66.7 per cent, of the secretaries and 13, or 72.2 per cent, of the stenographers operate the machine.

The variety of duties performed and the various machines operated by the secretaries and stenographers indicate a need for an office training and machines course.

TABLE XLVIII

NUMBER AND PERCENTAGE OF SECRETARIAL EMPLOYEES PERFORMING SELECTED DUTIES

			Selected Duties and Number and Percentage of Employees Performing Each Duty										
		tal oyees	Ty	7pe	Fi	le	Dict	ake ation and ascribe	of Book Princip	nowledge keeping les and tices	Se	911	
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	
Secretaries	33	100	33	100	33	100	20	60.6	28	84.S	0		
Stenographers	18	100	18	100	18	100	18	100	9	50	0		
Total	51	100	51	1.00	51	100	38	74.1	37	72.5			

This table should be read as follows: Thirty-three, or 100 per cent, of the secretaries have typewriting and filing duties; 20, or 60.6 per cent, take dictation and transcribe; and 28, or 84.8 per cent, apply the knowledge of bookkeeping principles and practices.

TABLE XLIX

NUMBER AND PERCENTAGE OF SECRETARIAL EMPLOYEES OPERATING MACHINES

												nd Num perati						
		tal oyees Per		ling chine Per		meo- aph Per	Li	quid ocess Per	Ca	lcu- tor Per	Co to	mp- meter Per	C	ash ister Per		eck iter	ing	ress- hine Per
Positions	No.	cent	No.	cent	No.	cent	No.	cent	No.	cent	MO.	cent	No.	cent	No.	Per cent	No.	cent
Secretaries	33	100	22	66.7	8	24.2	24	12.1	6	18.2	1	3	2	6.1	7	21.2		
Stenographers	18	100	13	72.2	g	44.4	2	11.1	2	11.1	l	5.6			1	5.6	1	5.6
Total	51	100	35	68.6	16	31.4	6	11.8	g	15.7	2	3.9	5	3.9	g	15.7	1	3.9

This table should be read as follows: Twenty-two, or 66.7 per cent, of the secretaries operate the adding machine; 8, or 24.2 per cent, operate the mimeograph; 4, or 12.1 per cent, operate the liquid process; 6, or 18.2 per cent, operate the calculator; 1, or 3 per cent, operate the comptometer; 2, or 6.1 per cent, operate the cash register; and 7, or 21.2 per cent operate the addressing machine.

CHAPTER V

CLERICAL EMPLOYEES

<u>Number and sex of clerical employees</u>. There are three different classifications of clerks included in the study: general office clerks, order clerks, and stock clerks. A majority of the general office clerks' duties are along the secretarial lines. There are four men and nine women represented in this category of employment. There are three women employed as order clerks, and twelve men and one woman classified as stock clerks, as shown in Table L.

Preferences for men and women employees. The preferences for men and women employees for positions as general office clerks are about evenly divided. Men are preferred to fill six of the general office clerks' positions and women are preferred to fill seven of the positions. Two of the order clerks' positions indicate a preference for women, while one order clerk's position carries no preference. Men are preferred for all of the stock clerks' positions, as shown in Table LI. The majority of the stock clerks' positions are found in the grocery stores.

<u>Rate of turnover</u>. There were no new order clerks hired during the 12-month period, as shown in Table LII. There was an increase of one new general office clerk, resulting in a turnover of 16 per cent in the occupation. Replacements of general office clerks consisted of one man, making a 25 per cent turnover, and one woman, making a 11.8 per cent turnover. The fact that these percentages of turnover are smaller than that for order clerks indicates that clerical positions involving secretarial duties are somewhat above average in stability.

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1.0		1 1 1	4.4

CLERICAL V	VORKERS
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	M	ien	Wo	men	To	tal
Positions	Number	Per cent	Number	Per cent	Number	Per cent
General Office Clerks	4	30.8	9	69.2	13	100
Order Clerks			3	100	3	100
Stock Clerks	12	92.3	1	7.7	13	100
Total	16	55.2	13	44.8	29	100

This table should be read as follows: The firms in Blackwell employ a total of 13 general office clerks. Of this total, 4, or 30.8 per cent, are men, and 9, or 69.2 per cent, are women.

TABLE LI

EMPLOYERS' PREFERENCES FOR MEN AND WOMEN EMPLOYEES IN CLERICAL POSITIONS

		tal		len ferred		men erred	No Prefe	
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
General Office Clerks	13	100	6	46.2	7	53.8		
Order Clerks	3	100			2	66.7	1	33.3
Stock Clerks	13	100	13	100				
Total	29	100	19	100	9	31	1	3.5

This table should be read as follows: When clerical vacancies are filled, men are preferred for 6, or 46.2 per cent, of the positions, and women are preferred for 7, or 53.8 per cent, of the positions.

TABLE LII

RATE OF TURNOVER IN CLERICAL EMPLOYEES DURING 12-MONTH PERIOD

	New	ly Empl	oved	s	eparate	đ	Total No.	Turnover Per		
Positions	Men	Women	Total	Men	Women	Total	Employees	No*	cent**	
General Office Clerks	1	2	3	1	ı	2	13	2	16	
Order Clerks	0	0	0	0	1	l	3	0	0	
Stock Clerks	g	0	g	g	0	g	13	g	61.5	
Total	9	2	11	9	2	11	29	10	34.5	

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

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

This table should be read as follows: During a 12-month period one man and two women were hired for clerical positions; one man and one woman were separated from their jobs, resulting in a 16 per cent turnover. The position of stock clerk had a large turnover during the last 12 months. Out of the total number of 12 men employees holding the position of stock clerk, 8 men were dropped from the pay roll and 8 were hired, making a turnover of 66.7 per cent, as may be seen in Table LIII. This high rate of instability of the position may be due to the fact that none of the positions carry an experience requirement and that four, or 33.3 per cent, of the positions may be filled by employees 16 years of age. For three, or 25 per cent, an age requirement was not designated.

<u>Minimum employment age</u>. General office clerks will not be hired at an age less than 18. Two, or 50 per cent, of the positions held by men require a minimum age of 21 years. Eighteen is set as the average age of employment for order clerks, as shown in Table LVI.

As has been pointed out, one-third of the stock clerks may be hired at the age of 16.

<u>Experience requirements for new employees</u>. The data show that experience is not a major stipulation for employment in any of the clerical positions. Table LVII shows that 84.6 per cent of the general office clerks' positions carry an experience requirement. None of the order clerks' or stock clerks' positions require experience.

In view of the above evidence, it would seem that in the clerical field there is a good opportunity for young men and women to find initial employment and thus to get some work experience.

TABLE LIII

Total No. Turnover Number* Per cent** Positions Newly Employed Separated Employees General Office 4 Clerks 1 1 1 25 Order Clerks Stock Clerks 8 8 12 g 66.7 9 56.3 16 9 Total 9

RATE OF TURNOVER IN MEN CLERICAL EMPLOYEES

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

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

This table should be read as follows: During a 12-month period one general office clerk was hired, and one was separated from his job, resulting in a 25 per cent turnover.

TABLE IV

MINIMUM REPLOYMENT AGE FOR NEW MEN CLEHICAL EMPLOYEES

			والمسترية المسترد المحاجب والمحاج والمراجع والمراجع والمحاج والمح	um Age			No				
		16	ACTING ADDRESS AND ADDRESS ADD	18		21	Requi	rement	To	tals	
Positions	No.	Per <u>cent</u>	No.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	Average <u>Age</u>
General Office Clerks			2	50	2	50			<u>L</u>	100	19.5
Order Clerks											
Stock Clerks	4	33.3	5	41.7			3	25	12	100	17.1
Total	ji	25	7	43.8	2	12.5	3	18.7	16	100	18.3

This table should be read as follows: Two, or 50 per cent, of the general office clerks' positions filled by men have a minimum age requirement of 18; two, or 50 per cent, of the positions have an age requirement of 21 for new employees.

MINIMUM EMPLOYMENT AGE FOR NEW WOMEN CLERICAL EMPLOYEES

	·····	Minim			No .	Age			
	-	16	18		Requirement		Tot	als	
		Per		Per		Per		Per	Average
Positions	<u>No.</u>	cent	<u>No.</u>	$\underline{\operatorname{cent}}$	No.	\underline{cent}	No.	cent	Age
General Office Clorks			9	100			9	100	18
Order Clerks			2	66.7	1	33.3	3	100	18
Stock Clerks	1	100					1	100	16
Total	1	7.7	11	84.6	1	7.7	13	100	17.3

This table should be read as follows: Nine, or 100 per cent, of the general office clerks' positions filled by women have a minimum age requirement of 18.

TABLE LVII

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW CLERICAL EMPLOYEES

		tal tions		rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
General Office Clerks	13	100	2	15.4	11	84.6	
Order Clerks	3	100			3	100	
Stock Clerks	13	100			13	100	
Total	29	100	2	6.9	27	93.1	

This table should be read as follows: Two, or 15.4 per cent, of the general office clerks' positions require experience; 11, or 84.6 per cent, of the general office clerks' positions do not require experience for new employees.

TABLE LVIII

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW MEN CLERICAL EMPLOYEES

		tal		rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
General Office Clerks	14	100			4	100	
Stock Clerks	12	100			12	100	
Total	16	100	200		16	100	

This table should be read as follows: Four, or 100 per cent, of the general office clerks' positions filled by men do not require experience of new employees.

TABLE LIX

EXPERIENCE REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW WOMEN CLERICAL EMPLOYEES

		tal tions		rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
General Office Clerks	9	100	2	22.2	7	77.8	
Order Clerks	3	100			3	100	
Stock Clerks	l	100			1	100	
Total	13	100	2	15.4	11	84.6	

This table should be read as follows: Two, or 22.2 per cent, of the general office clerks' positions filled by women require experience; 7, or 77.8 per cent, of the positions do not require experience of new employees.

<u>Minimum education requirements</u>. The education requirements for women in clerical positions are approximately the same as for men. All the general office clerks' positions for men set as the minimum education standard a high school education. For women employees, only 55.6 per cent require a high school education; 22.2 per cent set two years of college as the minimum education standard, and the same percentage require only an eighth grade education.

Seven, or 58.3 per cent, of the stock clerks' positions filled by men, as shown in Table LXI, require high school graduation, while two, or 16.7 per cent, carry an eighth grade education requirement. There are no education requirements set up for three of the positions. The one stock clerk position open to a woman requires a high school education.

The education standard for the three positions of order clerk is higher than for the other clerical jobs. One holder of the position must have a high school education, while the other two positions require at least two years of college. The reason for this higher education standard, it may be assumed, is that the position of an order clerk is often a stepping stone for a managerial position.

<u>Selected duties performed</u>. The duties of the general office clerks are very similar to those of the employees in the secretarial field, as shown in Table LXIII. One hundred per cent of the general office clerks are required to typewrite, file, and apply a knowledge of bookkeeping principles and practices.

Order clerks are required to perform duties similar to those of the general office clerks. All order clerks are required to typewrite and to do filing work. Two-thirds of them are required to apply a knowledge of bookkeeping principles and practices and to sell. The only one of the

TABLE LX

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW CLERICAL EMPLOYEES

		Total	St	h Grade		ch School		Years	None		
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	
General Office Clerks	13	100	2	15.4	9	69.2	2	15.4			
Order Clerks	3	100			1	33.3	2	66.7			
Stock Clerks	13	100	2	15.4	: 8	61.5			3	23.1	
Total	29	100	4	13.8	18	62.1	4	13.8	3	10.3	

This table should be read as follows: Two, or 15.4 per cent, of the general office clerks' positions require an eighth grade education; 5, or 69.2 per cent, require high school graduation; 2, or 15.4 per cent, require 2 years of college work.

TABLE LXI

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW MEN CLERICAL EMPLOYEES

			tal tions	Sth	Grade	Contraction and the second	School	None		
Positi	ons	No.	Per	No.	Per cent	No.	Per cent	No.	Per cent	
Genera Clei	d Office rks	4	100		22,2	4	100		22.2	
Order	Clerks	3	100			1	33.3	2	66.7	
Stock	Clerks	12	100	2	16.7	7	100 58.3	3	25	
To	tal	16	100	2	12.5	11	68.7	3	18.8	

This table should be read as follows: Four, or 100 per cent, of the general office clerks' positions filled by men require high school graduation.

uation.m: 5 or 700 per cent, of the positions require high school graduation, 2, or 22.2 per cent, of the positions carry no education requirement.

TABLE LXIII

NUMBER AND PERCENTAGE OF CLERICAL EMPLOYEES PERFORMING SELECTED DUTIES

	Selected Duties and Number and Percentage of Employees Performing Mach Duty											
	Total						Take Dictation and		Apply Knowledge of Bookkeeping Principles and			1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 - 1999 -
	Empl	<u>oyees</u> Per	<u> </u>	pe Per	Fi	<u>le</u> Per	Tran	scribe Per	Prec	tices	Se	11
Positions	No.	<u>cent</u>	Nc.	<u>cent</u>	No.	<u>cent</u>	No.	<u>cent</u>	No.	Per cent	No.	Per <u>cent</u>
General Office Clerks	13	100	13	100	13	100			13	100	2	15.4
Order Clerks	3	100	3	100	3	100			S	66.7	2	66.7
Stock Clerks	13	100									7	53.9
Total	29	100	26	100	26	100		Сана <u>сна по на роди</u> се с а се на себе	15	51.7	11	37.9

This table should be read as follows: Thirteen, or 100 per cent, of the general office clorks type, file, and apply knowledge of bookkeeping principles and practices in performing their duties; 2, or 15.4 per cent, do some selling.

selected duties designated for the stock clerks is that 7, or 53.9 per cent, are required to sell.

<u>Machines operated</u>. The adding machine is the machine most used by the clerical employees, as shown in Table LXIV. All order clerks use the adding machine; 10, or 76.9 per cent, of the general office clerks; and four, or 30.8 per cent, of the stock clerks operate it in performing their duties.

Nine, or 31 per cent, of all the clerks operate the cash register.

In view of the above facts, it would seem advisable for all the business students to have the knowledge of typewriting and at least be familiar with the operation of the adding machine before seeking employment.

TABLE LXIV

NUMBER AND PERCENTAGE OF CLERICAL EMPLOYEES OPERATING MACHINES

										nes an es Oper						
		tal oyees		ding chine	Mir <u>er</u> e	a ja magana a sugar sugar sugar		lcu-	Cor tor	ieter		sh ster		eck riter	ine	chine
Positions	<u>No.</u>	Per <u>cent</u>	<u>No .</u>	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>	<u>No.</u>	Per <u>cent</u>
General Office Clerks	e 13	100	10	76.9	ţ	30.8	1	7.7	2	15.4	2	15.4	5	15.4	2	15.4
Order Clerks	3	100	3	100								,				
Stock Clerks	13	100	Lį.	30.8		,					7	53.9				
Total	29	100	17	58.6	Ţţ	13.8	L.	3.4	2	6.9	. 9	<u></u> 71	2	6.9	2	6.9

This table should be read as follows: Ten, or 76.9 per cent, of the general office clerks operate the adding machine; 4, or 30.8 per cent, operate the mimeograph; one, or 7.7 per cent, operate the calculator; 2, or 15.4 per cent, operate the comptometer, cash register, check writer, and the addressing machine.

CHAPTER VI

SALESPHOPLE

<u>Number and sex of salespeople</u>. The largest number of employees engaged in one single position is the salespeople. There are 116 men and 89 women sales persons included in this study. The total 205 represents 48.1 per cent of the total number of employees in the group of selected office and store occupations studied in this survey. Table LXV shows that only men are employed as wholesale salesmen.

The 59 women in retail selling positions represent 39 per cent of the total number of women employees. The 116 men in retail selling positions make up 55 per cent of the total number of men employees. Thus it may be seen that the percentage of women who do selling is not so large as the percentage of men who do this type of work.

Preferences for men and women employees. Men are preferred for 95, or 46.3 per cent, of the retail selling positions, while 39, or 19.1 per cent, of the positions carry a preference for women. Seventy-one, or 34.6 per cent, of the positions may be filled by either men or women, as shown in Table LXVI. In several cases a particular sex preference was given because of the nature of the business.

<u>Nate of turnover</u>. The 58 salespeople employed in the retail selling fields and the 54 salespeople dropped from the pay roll during the last 12 months represent a turnover of 26.6 per cent, as shown in Table LXVII.

During the last 12 months there were 18 retail salesmen hired and 15 separated from their job, making a 13.2 per cent turnover. There was a 33.9 per cent turnover in the wholesale salesmen.

TABLE LXV

SALTSPEOPLE

and the second strategy of the second strateg

	M	en	Wo	men	To	tal		
Positions	Number	Per cent	Number	Per cent	Number	Per cent		
Retail Salesmen in Stores	116	56.6	89	43.4	205	100		
Wholesale Salesmen	27	100			27	100		
Total	143	61.6	89	38.4	232	100		

This table should be read as follows: The firms in Blackwell employ a total of 205 retail salesmen in stores. Of this total, 116 are men, and 89 are women.

TABLE LXVI

EMPLOYERS ' PREFERENCES FOR MEN AND WOMEN EMPLOYEES IN SELLING POSITIONS

	<u>, , , , , , , , , , , , , , , , , , , </u>	tal tions Per		len Cerred Per		men erred Per	No <u>Proference</u> Per	
Positions	No.	cent	No.	cent	No.	cent	<u>No.</u>	cent
Retail Salesmen in Stores	205	100	95	46.3	39	19.1	71	34.6
Wholesale Salesmen	27	100	27	100				
To tal.	232	100	122	52.6	39	16.8	71	30.6

This table should be read as follows: When vacancies in sales personnel are filled, men are preferred for 95, or 46.3 per cent, of the positions: women are preferred for 39, or 19.1 per cent, of the positions; and there is no preference for 71, or 34.6 per cent, of the positions.

In the women retail sales personnel there was a turnover of 43.6 per cent during the last 12 months, as a result of 40 new employees and 39 employees separated from the firm. The average turnover for both men and women in the field of retail selling is 26.6 per cent, as shown in Table LXIX.

The employment of the wholesale salesmen is less stable than that of retail salesmen. There was a 33.9 per cent turnover in the position of wholesale salesman during the last 12 months.

Minimum employment age. In fifty-five, or 47.4 per cent, of the positions held by retail salesmen replacements are required to be at least 18 years of age upon accepting the position. Nine, or 7.8 per cent, of the retail salesmen may be hired at the age of 16.

The minimum employment age for saleswomen is lower than for the salesmen. Twenty-five, or 28.1 per cent, of the positions held by retail saleswomen included in this study require that a new employee need be 16 years of age to meet the minimum employment age requirement. In thirty-nine, or 43.6 per cent, of the positions the new employee must be at least 18 years of age. In view of the evidence as shown in Table LXX, the employment opportunities for boys under eighteen in sales work are few. Girls at this age are not handicapped so much by the age factor.

In two jobs held by retail saleswomen, the new woman employee is required to be at least 35 years of age. This age requirement was made because household experience is needed to fill the positions most successfully.

No wholesale salesmen, as shown in Table LXX, will be hired at an age less than eighteen. For four, or 14.8 per cent, of the positions

TABLE LXVII

RATE OF TURNOVER IN SALESPHOPLE DURING 12-MONTH PERIOD

Positions	New Men	ly Empl <u>Vomen</u>	oyed Total	Men	Separat <u>Women</u>	ed Total	Total No. Employees	Tur No.*	nover Per <u>cent</u> **
Retail Salesmen in Stores	18	40	58	15	39	54	205	54	26.6
Wholesale Salesmen	10	Ô	10	9	0	9	27	9	33.9
To tal	28	<i>j</i> ł0	68	24	39	63	232	63	27.5

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

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

This table should be read as follows: During a 12-month period 18 men and 40 women were hired as salespeople, while 15 men and 39 women were separated from their job, resulting in a 26.6 per cent turnover.

TABLE LXVIII

RATE OF TURNOVER IN SALESMEN DURING 12-MONTH PERIOD

Positions	Newly Employed	Separated	Total No. Employees	Turnover Number* Per cent**			
Retail	AVENUARY SAMOLOY OU	eoparis ver			2 GA GO24 U		
Salesmen in Stores	18	15	115	15	13.2		
Wholesale Salesmen	10	9	27	9	33.9		
To tal	28	24	142	39	27.9		

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

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

This table should be read as follows: During a 12-month period 18 salesmen were hired and 15 were separated from their job, resulting in a 13.2 per cent turnover.

TABLE LXIX

RATE OF TURNOVER IN SALESVOMEN DURING 12-MONTH PURIOD

nyy minina dia mampina amin'ny amin'ny tanàna mandritry dia mampina amin'ny faritr'o amin'ny faritr'o amin'ny Ny faritr'o amin'ny tanàna mandritry amin'ny tanàna mandritry dia mampina mandritry amin'ny tanàna mandritry ami	na har on a constantina transmission de la constantina de la constantina de la constantina de la constantina d Esta la constantina de la constantina d Esta la constantina de la constantina d	na se	an a		an a
<u>Positions</u>	Newly Employed	Separated.	Total No. Employees	<u>Turn</u> Number*	
Retail Saleswomen in Stores	40	39	90	39	43.6
an a tha an	an a	n an	anda " Auropa a San Kana da Indonésia San Kangga da Ango Mana Jawah San Kangga da Kangga	من م	na permating lang-samples diang man dianang samples pantang samples ang samples diang samples diang samples diang samples diang samples diang samples diang sample

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

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

This table should be read as follows: During a 12-month period 40 saleswomen were hired and 39 separated from their job, resulting in a 43.6 per cent turnover.

TABLE LXX

MINIMUM EMPLOYMENT AGE FOR NEW SALESMEN

				Minimum	Age									
	1	.6	18		20		21		No Age <u>Requirement</u>		To tal			
		Per		Per		Per		Per		Per		Per	Average	
Positions	No.	<u>cent</u>	No.	<u>cent</u>	<u>No</u> .	cent	No.	cent	No.	cent	No.	<u>cent</u>	Age	
Retail Salesmen in Stores	9	7.8	55	<u>1</u> ;7.1;	<u>) </u>	3.4	21	18.1	27	23.3	116	100	17.5	
Wholesale Selesmen			18	66.7			4	14.S	5	18.5	27	100	18.6	
Total	9	6.3	73	51	<u>Ì</u> Ļ	2.8	25	17.5	32	22.4	143	1.00	18.1	

This table should be read as follows: Mine, or 7.5 per cent, of the positions held by retail salesmen have a minimum age requirement of 16; 55, or 47.4 per cent, of the positions have an age requirement of 18; 4, or 3.4 per cent, of the positions have an age requirement of 20: 21, or 18.1 per cent, of the positions have an age requirement of 21; 27, or 23.3 per cent, of the positions carry no minimum age requirement.

TABLE LXXI

MINIMUM EMPLOYMENT AGE FOR NEW SALESWOMEN

					No Age										
		l <u>6</u> Per]	.8 Per	2	20 Per	م الم	21 Per	7 	5 Per		nge Lrement Fer	To	tels Per	Average
<u>Positions</u>	<u>No.</u>	<u>cent</u>	<u>No.</u>	<u>cent</u>	<u>No.</u>	<u>cent</u>	<u>No.</u>	<u>cent</u>	No.	<u>cent</u>	<u>Nc</u> .	<u>cent</u>	<u>No.</u>	<u>cent</u>	Average Age
Retail Saleswomen in Stores	25	28.1	39	43.8	6	6.7	5	5.7	2	2.2	12	13.5	89	100	18.2

Construction in the second second

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This table should be read as follows: Twenty-five, or 28.1 per cent, of the positions held by retail saleswomen require that a new employee be at least 16 years of age.

replacements are required to be 21 years of age. Five of the wholesale salesmen positions carry no age requirement.

Experience requirements for new employees. Only 44, or 21.5 per cent, of the positions included in the study require experience on the part of the retail salespeople in stores. This means that 78.5 per cent of the retail selling positions do not require experience. None of the wholesale salesmen are required to have experience upon entering the position, as can be seen by examining Table LXXII.

Eighty-five, or 73.9 per cent, of the retail selling positions held by men do not require the new employee to have experience upon accepting a position. Only 8, or 8.9 per cent, of the retail selling positions held by women require that the new employee have experience, as shown in Table LXXII.

This evidence indicates that so far as the experience factor is concerned, the beginner will probably meet with less difficulty in securing an initial position in this field than in most business occupations.

It may be concluded that the opportunities for employment in this field are numerous for the student who has just completed his education, since the requirements for beginners are not so high.

Minimum education requirements. In 101, or 49.3 per cent, of the total number of positions for retail salespeople in stores, new employees may be hired with the completion of a high school education. Five, or 2.4 per cent, of the positions may be filled by employees with only an eighth grade education. As shown in Table LXXV, 94, or 45.9 per cent, of the retail selling positions carry no education requirements.

High school graduation is the minimum educational level for wholesale salesmen.

TABLE LXXII

EXPERIENCE REQUIREMENTS FOR NEW SALESPROPLE

		otal itions		rience uired		rience equired
Positions	Number	Per cent	Number	Per cent	Number	Per cent
Retail Salespeople in Stores	205	100	<u>777</u> t	21.5	161	78.5
Wholesale Salesmen	27	100			27	100
Total	232	1.00	ht	19	188	81

This table should be read as follows: Forty-four, or 21.5 per cent, of the retail selling positions require experience; 161, or 78.5 per cent, of the retail selling positions do not require experience.

TABLE LXXIII

EXPERIENCE REQUIREMENTS FOR NEW SALESMEN

		otal itions		rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Retail Salesmen in Stores	115	100	30	26.1	85	73.9	
Wholesale Salesmen	27	100			27	100	
Total	142	1.00	30	21.1	112	78.9	

This table should be read as follows: Thirty, or 26.1 per cent, of the positions held by retail salesmen require experience; 85, or 73.9 per cent, of the positions require no experience.

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TABLE LXXIV

EXPERIENCE REQUIRIMENTS FOR NEW SALESVONIM

		otal itions	_	rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Retail Saleswomen in Stores	90	100	g	8.9	82	91.1	

This table should be read as follows: Eight, or 8.9 per cent, of the positions held by retail saleswomen require experience; 82, or 91.1 per cent, of the positions require no experience.

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TABLE LXXV

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYEES FOR NEW SALESPEOPLE

		Total	ŝt	h Grade		h School duation		2 Years College		ollege		None
Positions	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
Retail Salespeople in Stores	205	100	5	5°f	101	49.3	1	•5		1.9	94	45.9
Wholesale Salesmen	27	100			22	81.5					5	18.5
Total	232	100	5	2.2	123	53	1	. Ъ	<u>]</u> †	1.7	99	42.7

This table should be read as follows: Five, or 2.4 per cent, of the retail selling positions require an eighth grade education; 101, or 49.3 per cent, require high school graduation; 1, or .5 per cent, require 2 years of college work; and 4, or 1.9 per cent, require college graduation of the new employee; and 94, or 45.9 per cent, carry no education requirements.

TABLE LAXVI

MINIMUM EDUCATION REQUIREMENTS SPECIFIND BY EMPLOYNES FOR NEW SALESMEN

		tal tions	Sth	Grade	-	School luation	2 Ye Coll		N	ione
<u>Positions</u>	Number	Per cent	Number	Fer cent	Number	Per cent	Number	Per cont	Number	Per cent
Retail Salesmen in Stores	115	100	5ª	3.5	56	48.7	f a right	•9	54	46.9
Wholesale Salesmen	27	100			22	81.5			5	18.5
Total	142	1.00	Lį.	2.5	78	54.9	iinte and an and a second s	• 7	59	41.6

This table should be read as follows: Four, or 3.5 per cent, of the positions held by retail salesmen require an eighth grade education; 56, or 45.7 per cent, of the positions require high school graduation; 1, or .9 per cent, require 2 years of college work; and 54, or 46.9 per cent, carry no education requirements.

TABLE LXXVII

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW SALESWOMEN

		tal tions Per	<u>sth</u>	Grade Per		School ation Per		lege ation Per	No	ne Per
Positions	<u>No.</u>	cent	No.	cent	No.	cent	Nc.	cent	No.	cent
Retail Salesvomen in Stores	90	1 00	1	1.1	45	50	<u>]</u> .		40	叫.5

This table should be read as follows: One, or 1.1 per cent, of the positions held by retail saleswomen require an eighth grade education; 45, or 50 per cent, of the positions require high school graduation; four, or 4.4 per cent, require college graduation; and 40, or 44.5 per cent, carry no minimum education requirements for new employees. <u>Selected duties performed</u>. The selected duties performed by salespeople are not as varied as in other positions. Eighteen, or 8.9 per cent, of the retail salespeople do typewriting work; 43, or 20.9 per cent, perform the duty of filing; and 36, or 17.6 per cent, apply the knowledge of bookkeeping principles and practices in their jobs, as may be seen in Table LXXVIII.

The wholesale salesmen perform none of the selected duties other than those directly connected with selling.

<u>Machines operated</u>. One hundred thirty-six, or 66.3 per cent, of the total retail sales employees use the cash register. Seventy-eight, or 38.1 per cent, use the adding machines, as shown in Table LXXIX. One retail sales person operates the mimeograph and two operate the check writer.

In view of the evidence in this chapter concerning the opportunities in retail and wholesale selling in Blackwell and also in view of the fact that there are no salesmanship courses offered at Northern Oklahoma Junior College, it would seem wise to offer such training in the business curriculum, so the students may have an opportunity to prepare for this field.

TABLE LXXVIII

NUMBER AND PERCENTAGE OF SALESPEOPLE PERFORMING SELECTED DUTIES

			gan magnetic for male of				forming E Apply K of Book	nowledge keeping	29	age de companya
	- •	tal oyees	$\mathbf{T}_{\mathbf{y}}$	pe	H	lile	Princip Prac	les and tices	S	e l l
	and the second	Per		Per	فمرمية مراجع مؤوم بعنية التباعد	Per	alanti in anno an	Per		Per
Positions	No.	<u>cent</u>	No.	<u>cent</u>	No.	cent	No.	cent	No.	cent
Retail Salesmen in Stores	205	100	1 8	8 .9	43	20.9	36	17.6	205	100
Wholesale Salesmen	27	100							27	100
Total	232	100	18	7.8	43	18.5	36	15.5	232	100

This table should be read as follows: Eighteen, or 8.9 per cent, of the retail salespeople have typewriting duties; 43, or 20.9 per cent, have filing duties; and 36, or 17.6 per cent, apply knowledge of bookkeeping principles and practices.

TABLE LXXIX

NUMBER AND PERCENTAGE OF SALMSPROPLE OPERATING MACHINES

Total EmployeesAdding MachineMimeographCash RegisterCheck WritePositionsNumber Fer centMumber Fer centNumber Fer centNumber Fer centMumber Fer centRetail Salesmen in Stores2051007838.11.513666.32)ffice Mach e of Employ				
Salesmen	Positions	and an	And a state of the second state and the second state of the second	ACTIVE, Standard States and a state of the states of the s	a a se a construction de la constru La construction de la construction d	Contraction of the local division of the loc		PARTY INC. IN COMPANY OF COMPANY OF COMPANY	and the second	Change-sub-realized states and states	Vriter Per cent
	Salesmen	205	100	78	38.1	1	•5	136	66.3	2	1

This table should be read as follows: Seventy-eight, or 38.1 per cent, of the retail salespeople operate the adding machine; 1, or .5 per cent, uses the mimeograph; 136, or 66.3 per cent, use the cash register; and 2, or 1 per cent, use the check writer.

CHAPTER VII

MISCELLANEOUS EMPLOYNES

<u>Number and sex of miscellaneous employees</u>. Bookkeeping machine operators, cashiers, office boys or girls and P. B. X. operators are grouped in a miscellaneous category because their duties are of such a nature that they could not be classified in any of the other major divisions of positions.

There are eight bookkeeping machine operators employed in Blackwell. These eight positions are equally divided between men and women, as may be seen in Table LXXX

Thirty-two employees come under the classification of cashiers. Twenty, or 62.5 per cent, of these employees are women.

All holders of the office boys' or girls' and the P. B. X. operators' positions are women.

Preferences for men and women employees. The sex preferences for bookkeeping machine operators are in accordance with the present employment condition, other than that one position carries no sex preference. As shown in Table LXXXI, men are preferred for 50 per cent of both bookkeeping machine operators' positions and cashiers' positions. All of the office boys' and girls' positions and the P. B. X. operators' positions carry a preference for women.

<u>Rate of turnover</u>. There was no turnover in employment of men in the positions of bookkeeping machine operators and cashiers during the past 12 months, as shown in Table LXXXIII. From this fact, it might be concluded that these positions are of a more stable nature, but the student

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TABLE LXXX

		Men	P	lomen	I	otal
Positions	Number	Per cent	Number	Per cent	Number	Per cent
Bookkeeping Machine	,					
Operators	4	50	4	50	g	100
Cashiers	12	37.5	20	62.5	32	100
Office Girls			6	100	6	100
PBX Operators			2	100	2	100
Total	16	33.3	35	66.7	ધ્ક	100

MISCELLANEOUS EMPLOYEES

This table should be read as follows: The firms in Blackwell employ a total of 8 bookkeeping machine operators. Of this total, 4 are men, and 4 are women.

TABLE LXXXI

EMPLOYERS ' PREFERENCES FOR MEN AND VOMEN EMPLOYEES IN MISCHELANEOUS EMPLOYEES

	Total Positions			len erred		omen ferred	No <u>Preference</u>	
Positions	No.	Per <u>cent</u>	No.	Per <u>cent</u>	No.	Per <u>cent</u>	Ro.	Per <u>cent</u>
Bookkeeping Machine Operators	z	100	Ìţ.	50	3	37.5	1	12.5
Cashiers	32	100	16	50	15	46.9	Э.	3.1
Office Girls	6	100			6	100		
PBX Operators	2	100			2	100		
To tal.	lig	100	20	42.7	26	54.2	2	4.1

This table should be read as follows: When vacancies in positions for bookkeeping machine operators are filled, men are preferred for 4, or 50 per cent, of the positions; women are preferred for 3, or 37.5 per cent, of the positions; and there is no preference for 1, or 12.5 per cent, of the positions.

TABLE LXXXII

RATE OF TURNOVER IN MISCELLANEOUS EMPLOYTES DURING 12-MONTH PERIOD

Positions	<u>Wew</u> <u>Men</u>	/ly Empl <u>Women</u>	oyed Total	<u>S</u> Men	<u>evareto</u> <u>Tomen</u>	d Total	Tetal No. Employees	Tu No.	rnover Per * cent**
Bookkeeping Machine Operators	0	Ţ	1	0	1	1	రో	1	12.5
Cashiers	Ô	7	7	0	7	7	32	7	21.9
Office Girls	0	5	5	0	5	5	6	5	83.3
PBX Operator	з О	2	2	0	г	2	2	2	1.00
To tal.	0	. 15	15	0	15	1 5	jtä	15	31.3

- * Actual number of replacements during last 12 months, represented by total newly employed or total separated, whichever is smaller.
- ** Percentage of net turnover based on average number of employees during last 12 months.

This table should be read as follows: During a 12-month period, one woman was hired as a bookkeeping machine operator, and one woman was separated from her job, resulting in a 12.5 per cent turnover.

TABLE LXXXIII

и - П			Total No.		nover
Positions	Newly Employed	Separated	Employees	Number*	Per cent*
Bookkeeping Machine					
Operators	(<u>)</u>	Ô	lį.	0	0
Coshiers	0	C	12	0	0
To tel	0	0	16	0	0

RATE OF TURNOVER OF MEN MISCELLANEOUS EMPLOYEES DURING 12-MONTH PERIOD

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

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

This table should be read as follows: During a 12-month period there was no turnover in men bookkeeping machine operators.

just out of junior college might have difficulties in obtaining one of these positions.

There was a high percentage of turnover in the office girls' positions and the F. B. X. operators' positions during the last 12 months. Five, or 83.3 per cent, of the office girls were replaced, while a 100 per cent employment turnover took place in the P. B. X. operators, as shown in Table LXXXIV. These positions might serve as a good means for young women to obtain experience, but probably only as a stepping stone to a more stable position.

<u>Minimum employment age</u>. None of the four occupations included in the miscellaneous group are open to employees at an age less than 18, as shown in Tables LXXXV and LXXXVI. The average minimum employment age for new men miscellaneous employees is 18.3, and the average minimum age for new women miscellaneous employees is 18.1 years.

Experience requirements for new employees. Experience does not seem to be an item of concern for the new employee in seeking one of the miscellaneous positions included in this study. Table LXXXVII shows that no experience is required to obtain 75 per cent of the bookkeeping machine operators' positions, 53.1 per cent of the cashiers' positions, 83.3 per cent of the office girls' positions, and 100 per cent of the P. B. X. operators' positions.

<u>Minimum education requirements</u>. High school graduation is the lovest educational level on which an employee will be accepted for any of the miscellaneous positions. The bookkeeping machine operators' positions and the P. B. X. operators' positions all require a minimum education standard of high school graduation. Three, or 9.4 per cent, of the positions for cashiers require at least two years of college and 1, or 16.7 per cent, of

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TABLE LXXXIV

RATE OF TURNOVER IN WOHEN MISCELLANEOUS TEMPLOYTES DURING 12-MONTH PERIOD

			Total No.	Tur	nover
Positions	Newly Employed	Separated	<u>Employees</u>	Number*	Per cent**
Bookkeeping Machine					
Operators	1	1	14	1	25
Cashiers	7	7	20	7	35
Office Girls	5	5	6	5	83.3
PBX Operators	2	S	2	5	100
Total	15	15	32	15	46.9

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

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

This table should be read as follows: During a 12-month period, one woman bookkeeping machine operator was hired, and one was separated from her job, resulting in a 25 per cent turnover.

TABLE LXXXV

MINIMUM EMPLOYMENT AGE FOR NEW MEN MISCELLANEOUS EMPLOYEES

and and a first of a second	in an	n an	an a	,	indigen af far sin and a starting of the second starting of the	na algebring och anna segnaler anna de same Ar vist algebring andre argebring anna er same	and a subscription of the second s
		Minim	un Age				
	640 Miles	18		51		Total	Average
Positions	No.	Per cent	No.	Per cent	No.	Per cent	Age
Bookkeeping Machine					,		
Operators	4	100			4	100	18
Cashiers	10	83.3	2	16.7	12	100	18.5
fotal	14	<i>8</i> 4 . 5	2	12.5	16	100	18.3

This table should be read as follows: Four, or 100 per cent, of the positions held by men bookkeeping machine operators have a minimum age requirement of 18 for new men employees.

TABLE LXXXVI

MINIMUM EMPLOYMENT AGE FOR NEW WOMEN MISCELLANFOUS EMPLOYMES

		Mini	.mum Age		, (1999-1999-1999-1999-1999-1999-1999-199	I	o Age	na kana kana kana kana kana kana kana k	an an an an Anna an Anna Anna Anna Anna		
Positions	No.	18 Per cent	No.	20 Per cent	No.	21 Per cent	Req	uirement Per cent	No.	Total Per cent	Average Age
Bookkeeping Machine Operators	3	75					l	25	<u>)</u> į	1.8	
Cashiers	16	80	1	5	3	15			20	18.1	
Office Girls	5	83 .3			1	16.7			6	18 . 5	
PBX Operators	2	100							2	18	
Total	26	81.3	1	3.1	Įţ.	12.5	1	3.1	32	18.1	no (La VIII) en la colon de la colonidad de la

This table should be read as follows: Three, or 75 per cent, of the bookkeeping machine operators' positions held by women have a minimum age requirement of 18; 1, or 25 per cent, does not have a minimum age requirement for new women employees.

TABLE LXXXVII

EXPERIENCE REQUIREMENTS FOR NEW MISCELLANEOUS EMPLOYEES

		tal tions	, a	rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Bookkeeping Machine							
Operators	8	100	2	25	6	75	
Cashiers	32	100	15	46.9	17	53.1	
Office Girls	6	100	. 1	16.7	5	\$3.3	
PBX Operators	2	100			2	62.5	
To tal.	48	100	18	37.5	30	62.5	

This table should be read as follows: Two, or 25 per cent, of the bookkeeping machine operators' positions require experience; 6, or 75 per cent, of the bookkeeping machine operators' positions do not require experience.

TABLE LXXXVIII

EXPERIENCE REQUIREMENTS FOR NEW MEN MISCHLIANFOUS EMPLOYEES

		tol tions		rience uired	Experience Not Required		
Positions	Number	Per cent	Number	Per cent	Number	Per cent	
Bookkeeping Machine Operators) 4.	100			Ц.	100	
Cashiors	12	300	6	50	6	50	
Total	16	100	б	37.5	10	62.5	

This table should be road as follows: Four, or 100 per cent, of the bookkeeping machine operators' positions held by men do not require experience.

TABLE LXXXIX

EXPERIENCE FEQUIREMENTS FOR NEW WOMEN MISCELLANEOUS EMPLOYEES

		tal tions		rience uired	Experience Not Required			
Positions	Number	Number Per cent		Per cent	Number	Per cent		
Bookkeeping Machine								
Operators	24	100	2	50	2	50		
Cashiers	20	100	8	40	12	60		
Office Girls	6	100	1	16.7	5	83.3		
PBX Operators	2	100			2	100		
To tal	32	100	11	34.4	21	65.6		

This table should be read as follows: Two, or 50 per cent, of the bookkeeping machine operators' positions held by women require experience; 2, or 50 per cent, of the bookkeeping machine operators' positions held by women do not require experience of new women employees. the office girls' positions demands business college training beyond high school graduation, as shown in Table XC.

<u>Selected duties performed</u>. At least one-half of all the miscellaneous employees are required to typewrite, file, and apply a knowledge of bookkeeping principles and practices. Nine, or 18.8 per cent, of the miscellaneous employees take dictation and transcribe, and 11, or 22.9 per cent, do some selling work, as may be seen in Table XCII

<u>Machines operated</u>. The adding machine is used by 100 per cent of the bookkeeping machine operators, 93.8 per cent of the cashiers, 16.7 per cent of the office girls, and 50 per cent of the P. B. X. operators, as shown in Table XCIV.

Three, or 37.5 per cent, of the bookkeeping machine operators operate the calculator. The machine is operated by 5, or 15.6 per cent, of the cashiers, and by 1, or 16.7 per cent, of the office girls.

The cash register is used by 1, or 12.5 per cent, of the bookkeeping machine operators, and by 7, or 21.9 per cent, of the cashiers. The check writer is also used by one bookkeeping machine operator, and by 8, or 25 per cent, of the cashiers.

As the study indicated previously, a general course in office training seems advisable for all men and women students who wish to prepare to perform the selected duties and operate the business machines that are required in so many positions.

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TABLE XC

MINIMUM EDUCATION REQUIREMENTS SPECIFIND BY EMPLOYERS FOR NEW MISCELLANEOUS EMPLOYEES

		Fotel <u>Positions</u> Per		High School <u>Graduation</u> Per		iness lege ining Per	2 Years College Per	
Positions	No.	cent	No.	cent	No.	cent	No.	cent
Bookkeeping Machine O _p erators	S	100	g	100				
Cashiers	32	100	29	90.6			3	9.4
Off ic e Girls	6	100	5	83.3	Ĵ.	16.7		
PBX Operators	2	100	2	100				
Totel	48	100	<u></u> ф4	91.7	Ţ.	2.1	3	6.2

This table should be read as follows: Eight, or 100 per cent, of the bookkeeping machine operators' positions require a high school education for new employees.

TABLE XCI

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW MEN MISCELLANEOUS EMPLOYEES

	Posi	tal tions	Gradu	School ation
Positions	Number	Per cent	Number	Per cent
Bookkeeping Machine Operators Cashiers	14 12	100 100	4	100 100
Total	16	100	16	100

This table should be read as follows: Four, or 100 per cent, of the bookkeeping machine operators' positions held by men require a high school education for new employees.

TABLE XCII

MINIMUM EDUCATION REQUIREMENTS SPECIFIED BY EMPLOYERS FOR NEW WOMEN MISCELLANEOUS EMPLOYEES

	Total Positions		Scl	igh hool <u>uation</u>	Col	lness lege lning	2 Years College	
Positions	No.	Per <u>cent</u>	No.	Per cent	No.	Per <u>cent</u>	No.	Per <u>cent</u>
Bookkæeping Machine Operators	14	1 00	ì 4	100				
Cashiers	20	100	17	85			3	15
Office Girls	6	100	5	83.3	1	16.7		
PBX Operators	2	100	2	100				
Total	32	100	28	87.5	1	3.1	5	9.4

This table should be read as follows: Four, or 100 per cent, of the bookkeeping machine operators' positions held by women require a high school education for new employees.

TABLE XCIII

NUMBRE AND PERCENTAGE OF MISCHLANEOUS EMPLOYTES PERFORMING SELECTED DUTIES

ander gan finde at englise the the segment of first terms of the second second second second second second second	Selected Duties and Number and Percentage of Employees Performing Each Duty											ner og rig i stande for kan for som for
		otal Loyees	Ţ	уре	I	lile	Dict	ako ation and scribe	of Book Princip	nowledge keeping les and tices	s	e11
	**************************************	Per	an a	Per		Per	aye talama daga ayan yak	Per	and and a second se	Per	and and an and an and a second	Per
Positions	<u>No.</u>	cont	No.	cent	<u>No.</u>	cent	No.	cent	No.	cent	<u>No</u> .	cent
Bookkeeping Machine Operators	g	100	g	200	<u>};</u>	50	2	25	g	100	1	12.5
Cashiers	32	100	29	90.6	22	68	Ļ.	12	24	75	9	28.1
Office Girls	6	100	6	100	6	100	3	50	6	100	1	16.7
PBX Operators	2	100	1	50	1	50			1	50		
To tal	4g	100	ψţ	91.7	33	68.8	9	18.8	39	81.3	11	22.9

This table should be read as follows: Eight, or 100 per cent, of the bookkeeping machine operators have typewriting duties; 4, or 50 per cent, have filing duties; 2, or 25 per cent, take dictation and transcribe; 8, or 100 per cent, apply the knowledge of bookkeeping principles and practices; and 1, or 12.5 per cent, do some selling work.

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TABLE XCIV

NUMBER AND PERCENTAGE OF MISCELLANEOUS EMPLOYEES OPERATING MACHINES

EXEMPLICATION CONTRACTOR OF A CONTRACT		na analogi sa bisa kana sana si Kanggarah - anggarah Pina ang	14. 51. 18. 19. 19. 19. 19. 19. 19. 19. 19. 19. 19	an a	۵٬۵۵۹ م. ۵۵۲ میکند. مرد میکند و میکند و ۲۰ مند ا	n ene mizsinge der hande som 1999 - The see states in	i de la cita de la companya de la c Companya de la companya de la company	an a	a Tanan San Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan Katalan	ar al sinangin alaysi Nang Calastin ang Ka	
				Selecter			-				
	To	tal		ling		lcu-	the summer line of the second s	ash	and the second	leck	
	Empl	oyees	Mad	chine	10	tor	Reg	ister	Writer		
		Per		Per	·	Per		Per		Per	
Positions	No.	<u>cent</u>	No.	<u>cent</u>	No.	\underline{cent}	No.	\underline{cent}	No.	<u>cent</u>	
Bookkeeping Nachine Operators	8	100	8	100	3	37.5	1	12.5	1	12.5	
	0	200	0		7	U ••1	25		-1-	#C•J	
Cashiers	32	100	30	93.8	5	15.6	7	21.9	8	25	
Office Girls	6	100	1	16.7	l	16.7					
PBX Operators	2	100	1	50							
Total	48	1.00	_j ŧ0	81.3	9	18.8	ð	16.7	9	18.8	

This table should be read as follows: Night, or 100 per cent, of the bookkeeping machine operators operate the adding machine; 3, or 37.5 per cent, use the calculator; and one, or 12.5 per cent, uses the cash register and check writer.

CHAPTER VIII

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

It is the purpose of this study to determine the requirements of selected office and store occupations in Blackwell, Oklahoma, with special emphasis on the positions available to former students and graduates of Northern Oklahoma Junior College. The study records the approximate number of part-time and full-time employees; the minimum age requirements for both men and women; the preferences for men and women employees; the minimum education required; the experience required; the number of office and store opportunities available during the last twelve months; selected duties performed by the various employees; the extent to which training in the operation of the different office machines is required; and the deficiencies in English, spelling, personal appearance and office manners of the average new employee.

An interview schedule was constructed and was employed in collecting data during personal interviews with a representative of each of the firms included in the study.

Findings. The following is a list of the principal findings of the study.

General

1. The 124 firms included in the study employ 427 full-time and 33 part-time employees.

2. Men are preferred for 184, or 43.1 per cent, and women are preferred for 162, or 37.9 per cent, of the 427 full-time positions included in the study. Preference for employees by sex was not expressed for 81, or 19 per cent, of the positions.

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3. During the last 12 months there was a 30.2 per cent turnover of employees included in the study.

4. The rate of turnover in men employees during the 12-month period was 19.4 per cent.

5. The rate of turnover in women employees during the 12-month period was 35.6 per cent.

6. A minimum employment age of 18 years is specified for new men employees in 110, or 55.3 per cent, of the 198 positions held by men employees.

7. A minimum employment age of 18 years is specified for new women employees in 148, or 64.9 per cent, of the 229 positions held by women employees.

8. Experience is required of the new employees for 106, or 24.8 per cent, of the 427 positions.

9. Experience is required of the new men employees for 45, or 22.7 per cent, of the 198 positions.

10. Experience is required of the new women employees for 54, or
 23.6 per cent, of the 229 positions.

11. Of the 427 positions, 274, or 64.2 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 235, or 66.7 per cent.

12. Of the 198 positions held by men, 121, or 61.1 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high

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school graduates is increased to 129, or 65.2 per cent.

13. Of the 229 positions held by women, 153, or 66.8 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 156, or 68.1 per cent.

14. Typewriters are used by 187, or 43.8 per cent, of the total 427 employees.

15. Filing work is done by 193, or 45.2 per cent, of the 427 employees.

16. Of the 427 employees, 194, or 45.4 per cent, apply their knowledge of bookkeeping principles and practices in their jobs.

17. Some selling is done by 279, or 65.3 per cent, of the 427 employees.

18. The adding machine is operated by 230, or 54 per cent, of the 427 employees.

19. One hundred seventy-eight, or 41.7 per cent, of the 427 employees use the cash register.

20. Twenty-one, or 4.9 per cent, of the 427 employees operate the mimeograph; 6, or 1.4 per cent, the liquid process; 32, or 7.5 per cent, the calculator; 12, or 2.8 per cent, the comptometer; 45, or 10.5 per cent, the check writer; and 3, or .7 per cent, the addressing machine.

21. Forty, or 32.3 per cent, of the 124 firms reported that the average new employee did need more training in English and spelling.

22. Sixteen, or 12.9 per cent, of the 124 firms reported that the average new employee did need more training in appearance and office manners.

Record Keepers

1. The firms in Blackwell employ a total of 67 record keepers. Of this total, 22, or 32.8 per cent, are men; and 45, or 67.2 per cent, are women.

2. Men are preferred for 20, or 29.9 per cent, and women are preferred for 41, or 61.2 per cent, of the 67 record keeping positions included in the study. Preference for employees by sex was not expressed by 6, or 5.9 per cent, of the record-keeping positions.

3. During the last 12 months there was a 25.4 per cent turnover of record-keeping employees included in the study.

4. The rate of turnover in men record keepers during the 12-month period was 23.3 per cent.

5. The rate of turnover in women record keepers during the 12-month period was 28.6 per cent.

6. A minimum employment age of 18 years is specified for new men record keepers in 16, or 72.7 per cent, of the 22 positions held by men record keepers.

7. A minimum employment age of 18 years is specified for new women record keepers in 36, or 70 per cent, of the 45 positions held by women record keepers.

Experience is required of the new record-keeping employees for
 or 47.3 per cent, of the 67 record-keeping positions.

9. Experience is required of the new men record-keeping employees for 8, or 36.4 per cent, of the 22 record-keeping positions held by men.

10. Experience is required of the new women record-keeping employees for 17, or 37.8 per cent, of the 45 record-keeping positions held by women.

11. Of the 67 record-keeping positions, 49, or 73.1 per cent, may be

filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 51, or 76.1 per cent.

12. Of the 22 record-keeping positions held by men, 14, or 63.6 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 16, or 72.7 per cent.

13. Of the 45 record-keeping positions held by women, 35, or 77.8 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

14. Typewriters are used by 58, or 86.6 per cent, of the total 67 record keepers.

15. Filing work is done by 50, or 74.7 per cent, of the total 67 record keepers.

16. Of the 67 record keepers, 14, or 20.9 per cent, take dictation and transcribe.

17. Of the 67 record keepers, 67, or 100 per cent, apply their knowledge of bookkeeping principles and practices in their jobs.

18. Some selling is done by 25, or 37.3 per cent, of the 67 record keepers.

19. The adding machine is operated by 60, or 89.6 per cent, of the 67 record keepers.

20. Fourteen, or 20.9 per cent, of the 67 record keepers operate the calculator; 7, or 10.5 per cent, the comptometer; 23, or 34.3 per cent, the cash register; and 24, or 35.8 per cent, the check writer.

Secretarial Employees

1. The firms in Blackwell employ a total of 51 secretarial employees. Of this total 2, or 3.9 per cent, are men; and 49, or 96.1 per cent, are women.

2. Men are preferred for 3, or 5.9 per cent, and women are preferred for 47, or 92.2 per cent, of the 51 secretarial positions included in the study. Preference for employees by sex was not expressed for 1, or 1.9 per cent, of the secretarial positions.

3. During the last 12 months there was a 39.2 per cent turnover of secretarial employees included in the study.

4. There was no turnover in men secretarial employees during the 12month period.

5. The rate of turnover in women secretarial employees during the 12-month period was 40.8 per cent.

6. A minimum employment age of 21 is specified for new men secretarial employees in 1, or 50 per cent, of the 2 positions held by men secretarial employees.

7. A minimum employment age of 18 years is specified for new women secretarial employees in 36, or 73.5 per cent, of the 49 positions held by women secretarial employees.

8. Experience is required of the new secretarial employees for 17, or 33.3 per cent, of the 51 secretarial positions.

9. Experience is required of new secretarial employees for 1, or 50 per cent, of the 2 secretarial positions held by men.

10. Experience is required of new secretarial employees for 16, or 32.6 per cent, of the 49 secretarial positions held by women.

11. Of the 51 positions for secretarial employees, 40, or 78.4 per

cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

12. Of the 2 secretarial positions held by men, 2, or 100 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

13. Of the 49 secretarial positions held by women, 38, or 77.6 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

14. Typewriters are used by 51, or 100 per cent, of the total 51 secretarial employees.

15. Filing work is done by 51, or 100 per cent, of the total 51 secretarial employees.

16. Of the 51 secretarial employees, 51, or 100 per cent, take dictation and transcribe.

17. Of the 51 secretarial employees, 37, or 72.5 per cent, apply their knowledge of bookkeeping principles and practices in their jobs.

18. The adding machine is operated by 35, or 68.6 per cent, of the 51 secretarial employees.

19. Sixteen, or 31.4 per cent, of the 51 secretarial employees operate the mimeograph; 6, or 11.8 per cent, the liquid process; 8, or 15.7 per cent, the calculator; 2, or 3.9 per cent, the comptometer; 2, or 3.9 per cent, the cash register; 8, or 15.7 per cent, the check writer; and 1, or 3.9 per cent, the addressing machines.

Clerical Employees

1. The firms in Blackwell employ a total of 29 clerical employees. Of this total 16, or 55.2 per cent, are men; and 13, or 14.5 per cent, are women. 2. Men are preferred for 19, or 65.5 per cent, and women are preferred for 9, or 31 per cent, of the 29 clerical positions included in the study. Preference for employees by sex was not expressed for 1, or 3.5 per cent, of the clerical positions.

3. During the last 12 months there was a 34.5 per cent turnover of clerical employees included in the study.

4. The rate of turnover in men clerical employees during the 12-month period was 56.3 per cent.

5. The rate of turnover in women clerical employees during the 12month period was 7.7 per cent.

6. A minimum employment age of 18 years is specified for new men clerical employees in 7, or 43.8 per cent, of the 16 positions held by men clerical employees.

7. A minimum employment age of 18 years is specified for new women clerical employees in 11, or 84.6 per cent, of the 13 positions held by women clerical employees.

Experience is required of the new clerical employees for 2, or
 6.9 per cent, of the 29 clerical positions.

9. Experience is not required of new clerical employees for any of the 16 clerical positions held by men.

10. Experience is required of new clerical employees for 2, or 15.4 per cent, of the 13 clerical positions held by women.

11. Of the 29 clerical positions, 18, or 62.1 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 22, or 75.9 per cent. 12. Of the 16 clerical positions held by men, 11, or 68.7 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 13, or 81.3 per cent.

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13. Of the 13 clerical positions held by women, 7, or 53.8 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 9, or 69.2 per cent.

14. Typewriters are used by 26, or 89.7 per cent, of the total 29 clerical employees.

15. Filing work is done by 27, or 89.7 per cent, of the total 29 clerical employees.

16. Of the 29 clerical employees, 14, or 51.7 per cent, apply their knowledge of bookkeeping principles in their jobs.

17. Some selling is done by 11, or 37.9 per cent, of the 29 clerical employees.

18. The adding machine is operated by 17, or 58.6 per cent, of the 29 clerical employees.

19. Four, or 13.8 per cent, of the 29 clerical employees operate the mimeograph; 1, or 3.4 per cent, the calculator; 2, or 6.9 per cent, the comptometer; 9, or 31 per cent, the cash register; 2, or 6.9 per cent, the check writer; and 2, or 6.9 per cent, the addressing machine.

Salespeople

1. The firms in Blackwell employ a total of 232 salespeople. Of this total 142, or 61.6 per cent, are men; and 90, or 38.4 per cent, are women. 2. Men are preferred for 122, or 52.6 per cent, and women are preferred for 39, or 16.8 per cent, of the 232 selling positions included in the study. Preference for employees by sex was not expressed for 71, or 30.6 per cent, of the selling positions.

3. During the last 12 months there was a 27.5 per cent turnover of salespeople included in the study.

4. The rate of turnover in salesmen during the 12-month period was 27.9 per cent.

5. The rate of turnover in saleswomen during the 12-month period was 43.6 per cent.

6. A minimum employment age of 18 is specified for new salesmen in73, or 51 per cent, of the 142 positions held by salesmen.

7. A minimum employment age of 18 is specified for new saleswomen in 39, or 43.8 per cent, of the 90 positions held by saleswomen.

8. Experience is required of the new salespeople for 44, or 19 per cent, of the 232 selling positions.

9. Experience is required of the new sales personnel for 30, or 21.1 per cent, of the 142 positions held by salesmen.

10. Experience is required of the new sales personnel for 8, or 8.9 per cent, of the 90 positions held by saleswomen.

11. Of the 232 selling positions, 123, or 53 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 128, or 55.2 per cent.

12. Of the 142 selling positions held by men, 78, or 54.9 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 82, or 57.7 per cent.

13. Of the 90 selling positions held by women, 45, or 50 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. If the positions that require less than high school graduation are included, the number of positions that may be held by high school graduates is increased to 46, or 51.1 per cent.

14. Typewriters are used by 15, or 7.5 per cent, of the total of 232 salespeople.

15. Filing work is done by 43, or 18.5 per cent, of the total of 232 salespeople.

16. Of the 232 salespeople, 36, or 15.5 per cent, apply their knowledge of bookkeeping principles and practices in their jobs.

17. The adding machine is operated by 75, or 33.6 per cent, of the 232 salespeople.

18. One, or .4 per cent, of the salespeople operates the mimeograph;
136, or 58.6 per cent, of the salespeople operate the cash register; and 2,
or .9 per cent, the check writer.

Miscellaneous Employees

1. The firms in Blackwell employ a total of 48 miscellaneous employees. Of this total, 16, or 33.3 per cent, are men; and 32, or 66.7 per cent, are women.

2. Men are preferred for 20, or 41.7 per cent, and women are preferred for 26, or 54.2 per cent, of the 43 miscellaneous positions included in the study. Preference for employees by sex was not expressed for 2, or 4.1 per cent, of the miscellaneous positions.

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3. During the last 12 months there was a 31.3 per cent turnover of miscellaneous employees included in the study.

4. There was no turnover in men miscellaneous employees during the 12-month period.

5. The rate of turnover in women miscellaneous employees during the 12-month period was 46.9 per cent.

6. A minimum employment age of 18 years is specified for new men miscellaneous employees in 14, or 87.5 per cent, of the 16 positions held by men miscellaneous employees.

7. A minimum employment age of 18 years is specified for new women miscellaneous employees in 26, or 81.3 per cent, of the 32 positions held by women miscellaneous employees.

8. Experience is required of the new employees for 18, or 37.5 per cent, of the 48 miscellaneous employees.

9. Experience is required of new employees for 6, or 37.5 per cent, of the 16 miscellaneous positions held by men.

10. Experience is required of the new employees for 11, or 34.4 per cent, of the 32 miscellaneous positions held by women.

11. Of the 48 miscellaneous positions, 44, or 91.7 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

12. Of the 16 miscellaneous positions held by men, 16, or 100 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned.

13. Of the 32 miscellaneous positions held by women, 28, or 87.5 per cent, may be filled by high school graduates in so far as minimum education requirements are concerned. 14. Typewriters are used by 44, or 91.7 per cent, of the total number of 48 miscellaneous employees.

15. Filing work is done by 33, or 68.8 per cent, of the total number of 48 miscellaneous employees.

16. Of the 48 miscellaneous employees, 9, or 18.8 per cent, take dictation and transcribe.

17. Of the 48 miscellaneous employees, 39, or 81.3 per cent, apply their knowledge of bookkeeping principles and practices in their jobs.

15. Some selling is done by 11, or 22.9 per cent, of the 48 miscellaneous employees.

19. The adding machine is operated by 40, or 81.3 per cent, of the 48 miscellaneous employees.

20. Nine, or 18.8 per cent, of the 48 miscellaneous employees operate the calculator; 8, or 16.7 per cent, the cash register; and 9, or 18.8 per cent, the check writer.

<u>Conclusions</u>. The data included in this study tend to bring out the importance of terminal and vocational business education in the business department at Northern Oklahoma Junior College. Advisers should utilize the employment information revealed by this study in guiding prospective workers into courses designed to train them for jobs which are available in Blackwell. The distribution of employees in the different classifications does indicate that through the advisory system some adjustment should be made in the numbers training for the different types of work.

The business program of Northern Oklahoma Junior College should, to some extent, be modified in terms of the office and store occupational opportunities revealed by this study. Specifically, courses in selling should be added. As 48.1 per cent of the 427 full-time workers and 81.8 per cent of the 33 part-time workers are engaged in retail selling positions, the indication is that there should be organized preparation for this type of work.

The fact that 72.5 per cent of the women in secretarial positions perform bookkeeping duties suggests the need for including bookkeeping and accounting in the training of girls who expect to enter into the secretarial field of employment.

The positions included in the study call for the performance of such a wide variety of duties that the future employee needs training in skilled subjects as well as basic subject matter in order to do more than one job.

The indications are that the average new employee is not deficient in English, spelling, personal appearance and office manners. The employers seem to include these four qualifications as prerequisites to employment.

Recommendations. The primary recommendation is that at least one course in selling be included in the business curriculum offerings of Morthern Oklahoma Junior College.

It is recommended that a course in typewriting and an office training course, which will include filing and the operation of the adding machine and cash register, be included in the business administration curriculum.

It is recommended that the student be trained in a general business field along with his specialized line of work.

It is recommended that the business department of Northern Oklahoma Junior College improve its placement program so that facts concerning the demands of employers will be accessible to the advisers in guiding their students. It is recommended that at least one semester of accounting be included in the general business and secretarial science curriculums.

It is recommended that similar surveys be made in other cities in which relatively large numbers of Northern Oklahoma Junior College students live and/or seek employment.

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APPENDIX

A SURVEY OF SELECTED OFFICE AND STORE OCCUPATIONS in

Blackwell, Oklahoma, 1948

Name of Firm_____Location_____ Kind of Business (Wholesale, Retail, etc.)_____Line (Hardware, etc.)_____

You are asked to answer some questions concerning the different positions you have in your business. Employee's "position" is one in which he performs the majority of his duties and to which he devotes most of his working time.

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Position		Jumber have e (30 or per v full	Min emp wil hir	f	irm M"	your or prefer or "F" oyees?	Is experience required of new employees?				
	Full M	F	Part M	F	М	F	M	F	Pref.	Yes	No
Accountants											
Bookkeepers											
Cashiers											
Ledger Clerks											
Bookkeeping Mach, Operators											
Secretaries											
Stenographers (Shorthand)											
Dictaphone or Ediphone Opera- tors											
Typists											
Receptionists											
Bill Clerks											
File Clerks							-				
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	Number of employees hired during last 12 months		empl drop from roll last mont	and the second se	Minimum educational requirements. New employee must have completed:										
	M	F	M	F	Gr	ade					College			Busi- ness	
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Accountants				ļ		-	-		-						
Bookkeepers													-		
Cashiers															
Ledger Clerks															
Bookkeeping Mach. Operators															
Secretaries															
Stenographers (Shorthand)															
Dictaphone or Ediphone Opera- tors															
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Number of employees performing certain duties:

			1											
Position	Type	File	Take dictation and transcribe	Apply knowledge bkpg. principles and practices	Sell	Operate: Adding machine	Mineograph	Liquid process	Dictaphone or Ediphone	Calculator	Comptometer	Cash register	Check writer	Addressing mach.
Accountants													h	
Bookkeepers														
Cashiers														
Ledger Clerks														1
Bookkeeping Mach. Operators														
Secretaries														-
Stenographers (Shorthand)														
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Does your average new employee need more training in English and spelling? (1) yes_____, (2) no_____.

Does your average new employee need more training in personal appearance and office manners? (1) yes_____, (2) no_____.

Names of Northern Oklahoma Junior College graduates or former students employed by your firm. (Must have completed 1 semester of work to be included in this study. I will check with the registrar's office for this information.)

Typist: Harold A. Coonrad

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