

AN OCCUPATIONAL OPPORTUNITY SURVEY
OF BLACKWELL, OKLAHOMA

By

JESSIE LEE BARTON

Bachelor of Science

Oklahoma Agricultural and Mechanical College

Stillwater, Oklahoma

1943

Submitted to the Department of Business Education

Oklahoma Agricultural and Mechanical College

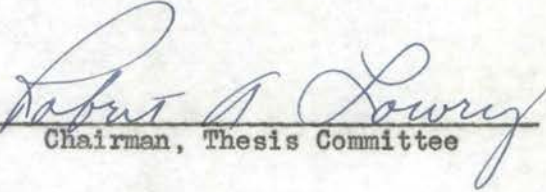
In Partial Fulfillment of the Requirements

For the Degree of

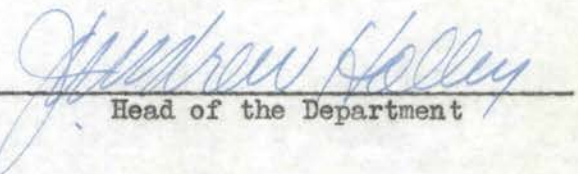
MASTER OF SCIENCE

1949

APPROVED BY:


Chairman, Thesis Committee


Member of the Thesis Committee


Head of the Department


Dean of the Graduate School

ACKNOWLEDGMENT

For his encouragement and guidance in the preparation of this thesis, the writer wishes to express her gratitude to Professor Robert A. Lowry. The optimism, kindness and patience that he revealed in response to her demands on his time for direction in completing this study were a constant source of inspiration.

TABLE OF CONTENTS

| | Page |
|--|------|
| Chapter I | |
| INTRODUCTION | |
| Purpose of the Study | 1 |
| Need for the Study | 2 |
| Scope and Delimitation | 5 |
| Procedure | 7 |
| Chapter II | |
| GENERAL RESULTS OF THE STUDY | |
| Full-time Employees | 9 |
| Part-time Employees | 13 |
| Firms Classified According to Number of Full-time Employees | 13 |
| Preferences for Men and Women Employees in Various Types of Positions | 15 |
| Rate of Turnover in Employees During 12-month Period | 15 |
| Minimum Employment Ages for Men Employees | 20 |
| Minimum Employment Ages for Women Employees | 20 |
| Experience Requirements for New Employees in Various Types of Positions | 23 |
| Experience Requirements for New Men Employees | 23 |
| Experience Requirements for New Women Employees | 23 |
| Minimum Education Requirements for New Employees | 27 |
| Minimum Education Requirements Specified for New Men Employees | 27 |
| Minimum Education Requirements Specified for New Women Employees | 27 |
| Employees Performing Selected Duties in Various Types of Positions | 31 |
| Employees Operating Business Machines in Various Types of Positions | 31 |
| Training in English and Spelling | 31 |
| Training in Appearance and Office Manners | 31 |
| Chapter III | |
| RECORD KEEPERS | |
| Number and Sex of Record Keepers | 35 |
| Preferences for Men and Women Employees | 35 |
| Rate of Turnover | 35 |
| Minimum Employment Age | 41 |
| Experience Requirements for New Employees | 41 |
| Minimum Education Requirements | 41 |
| Selected Duties Performed | 49 |
| Machines Operated | 49 |

TABLE OF CONTENTS (CONTINUED)

Page

Chapter IV

SECRETARIAL EMPLOYEES

| | |
|---|----|
| Number and Sex of Secretarial Employees | 53 |
| Preferences for Men and Women Employees | 53 |
| Rate of Turnover | 53 |
| Minimum Employment Age | 59 |
| Experience Requirements for New Employees | 59 |
| Minimum Education Requirements | 59 |
| Selected Duties Performed | 68 |
| Machines Operated | 68 |

Chapter V

CLERICAL EMPLOYEES

| | |
|---|----|
| Number and Sex of Clerical Employees | 71 |
| Preferences for Men and Women Employees | 71 |
| Rate of Turnover | 71 |
| Minimum Employment Age | 75 |
| Experience Requirements for New Employees | 75 |
| Minimum Education Requirements | 83 |
| Selected Duties Performed | 84 |
| Machines Operated | 88 |

Chapter VI

SALESPEOPLE

| | |
|---|-----|
| Number and Sex of Salespeople | 90 |
| Preferences for Men and Women Employees | 90 |
| Rate of Turnover | 90 |
| Minimum Employment Age | 93 |
| Experience Requirements for New Employees | 99 |
| Minimum Education Requirements | 99 |
| Selected Duties Performed | 106 |
| Machines Operated | 106 |

Chapter VII

MISCELLANEOUS EMPLOYEES

| | |
|---|-----|
| Number and Sex of Miscellaneous Employees | 109 |
| Preferences for Men and Women Employees | 109 |
| Rate of Turnover | 109 |
| Minimum Employment Age | 114 |
| Experience Requirements for New Employees | 114 |
| Minimum Education Requirements | 114 |
| Selected Duties Performed | 121 |
| Machines Operated | 121 |

TABLE OF CONTENTS (CONTINUED)

| | Page |
|--|---------|
| Chapter VIII | |
| SUMMARY, CONCLUSIONS AND RECOMMENDATIONS | 127 |
| Findings | 127 |
| Conclusions | 139 |
| Recommendations | 140 |
| BIBLIOGRAPHY | 142 |
| APPENDIX | 143 |

LIST OF TABLES

| Table | Page |
|---|------|
| I. Students from Blackwell Enrolled in Northern Oklahoma Junior College During the School Years 1946-1947 to 1948-1949, Inclusive | 3 |
| II. Full-time and Part-time Employees Classified According to Nature of Business and Type of Business | 10 |
| III. Firms Classified According to Number of Full-Time Employees | 14 |
| IV. Employers' Preferences for Men and Women Employees in Various Types of Positions | 16 |
| V. Rate of Turnover in Employees During 12-month Period | 17 |
| VI. Rate of Turnover in Men Employees During 12-month Period | 18 |
| VII. Rate of Turnover in Women Employees During 12-month Period | 19 |
| VIII. Minimum Employment Ages for Men Employees in Various Types of Positions | 21 |
| IX. Minimum Employment Ages for Women Employees in Various Types of Positions | 22 |
| X. Experience Requirements Specified by Employers for New Employees in Various Types of Positions | 24 |
| XI. Experience Requirements Specified by Employers for New Men Employees in Various Types of Positions | 25 |
| XII. Experience Requirements Specified by Employers for New Women Employees in Various Types of Positions | 26 |
| XIII. Minimum Education Requirements Specified by Employers for New Employees in Various Types of Positions | 28 |
| XIV. Minimum Education Requirements Specified by Employers for New Men Employees in Various Types of Positions | 29 |
| XV. Minimum Education Requirements Specified by Employers for New Women Employees in Various Types of Positions | 30 |
| XVI. Number and Percentage of Employees Performing Selected Duties in Various Types of Positions | 32 |
| XVII. Number and Percentage of Employees Operating Machines in Various Types of Positions | 33 |

LIST OF TABLES (CONTINUED)

| Table | Page |
|--|------|
| XVIII. "Does Your Average New Employee Need More Training in English and Spelling?" | 34 |
| XIX. "Does Your Average New Employee Need More Training in Appearance and Office Manners?" | 34 |
| XX. Record Keepers Employed | 36 |
| XXI. Employers' Preferences for Men and Women Employees in Record Keeping Positions | 37 |
| XXII. Rate of Turnover in Record Keepers During 12-month Period | 38 |
| XXIII. Rate of Turnover in Men Record Keepers During 12-month Period | 39 |
| XXIV. Rate of Turnover in Women Record Keepers During 12-month Period | 40 |
| XXV. Minimum Employment Age for Men Record Keepers | 42 |
| XXVI. Minimum Employment Age for Women Record Keepers | 43 |
| XXVII. Experience Requirements for New Record Keeping Employees | 44 |
| XXVIII. Experience Requirements for New Men Record Keeping Employees | 45 |
| XXIX. Experience Requirements for New Women Record Keeping Employees | 46 |
| XXX. Minimum Education Requirements Specified by Employers for New Record Keepers | 47 |
| XXXI. Minimum Education Requirements Specified by Employers for New Men Record Keepers | 48 |
| XXXII. Minimum Education Requirements Specified by Employers for New Women Record Keepers | 50 |
| XXXIII. Number and Percentage of Record Keeping Employees Performing Selected Duties | 51 |
| XXXIV. Number and Percentage of Record Keeping Employees Operating Machines | 52 |
| XXXV. Secretarial Workers Employed | 54 |

LIST OF TABLES (CONTINUED)

| Table | Page |
|---|------|
| XXXVI. Employers' Preferences for Men and Women Employees in Secretarial Positions | 55 |
| XXXVII. Rate of Turnover in Secretarial Employees During 12-month Period | 56 |
| XXXVIII. Rate of Turnover in Men Secretarial Employees During 12-month Period | 57 |
| XXXIX. Rate of Turnover in Women Secretarial Employees During 12-month Period | 58 |
| XL. Minimum Employment Age for New Men Secretarial Employees . . . | 60 |
| XLI. Minimum Employment Age for New Women Secretarial Employees . . | 61 |
| XLII. Experience Requirements Specified by Employers for New Secretarial Employees | 62 |
| XLIII. Experience Requirements Specified by Employers for New Men Secretarial Employees | 63 |
| XLIV. Experience Requirements Specified by Employers for New Women Secretarial Employees | 64 |
| XLV. Minimum Education Requirements Specified by Employers for New Secretarial Employees | 65 |
| XLVI. Minimum Education Requirements Specified by Employers for New Men Secretarial Employees | 66 |
| XLVII. Minimum Education Requirements Specified by Employers for New Women Secretarial Employees | 67 |
| XLVIII. Number and Percentage of Secretarial Employees Performing Selected Duties | 69 |
| XLIX. Number and Percentage of Secretarial Employees Operating Machines | 70 |
| L. Clerical Workers | 72 |
| LI. Employers' Preferences for Men and Women Employees in Clerical Positions | 73 |
| LII. Rate of Turnover in Clerical Employees During 12-month Period | 74 |
| LIII. Rate of Turnover in Men Clerical Employees | 76 |

LIST OF TABLES (CONTINUED)

| Table | Page |
|---|------|
| LIV. Rate of Turnover in Women Clerical Employees | 77 |
| LV. Minimum Employment Age for New Men Clerical Employees | 78 |
| LVI. Minimum Employment Age for New Women Clerical Employees | 79 |
| LVII. Experience Requirements Specified by Employers for New Clerical Employees | 80 |
| LVIII. Experience Requirements Specified by Employers for New Men Clerical Employees | 81 |
| LIX. Experience Requirements Specified by Employers for New Women Clerical Employees | 82 |
| LX. Minimum Education Requirements Specified by Employers for New Clerical Employees | 84 |
| LXI. Minimum Education Requirements Specified by Employers for New Men Clerical Employees | 85 |
| LXII. Minimum Education Requirements Specified by Employers for New Women Clerical Employees | 86 |
| LXIII. Number and Percentage of Clerical Employees Performing Selected Duties | 87 |
| LXIV. Number and Percentage of Clerical Employees Operating Machines | 88 |
| LXV. Salespeople | 91 |
| LXVI. Employers' Preferences for Men and Women Employees in Selling Positions | 92 |
| LXVII. Rate of Turnover in Salespeople During 12-month Period | 94 |
| LXVIII. Rate of Turnover in Salesmen During 12-month Period | 95 |
| LXIX. Rate of Turnover in Saleswomen During 12-month Period | 96 |
| LXX. Minimum Employment Age for New Salesmen | 97 |
| LXXI. Minimum Employment Age for New Saleswomen | 98 |
| LXXII. Experience Requirements for New Salespeople | 100 |
| LXXIII. Experience Requirements for New Salesmen | 101 |

LIST OF TABLES (CONTINUED)

| Table | Page |
|---|------|
| LXXIV. Experience Requirements for New Saleswomen | 102 |
| LXXV. Minimum Education Requirements Specified by Employers for New Salespeople | 103 |
| LXXVI. Minimum Education Requirements Specified by Employers for New Salesmen | 104 |
| LXXVII. Minimum Education Requirements Specified by Employers for New Saleswomen | 105 |
| LXXVIII. Number and Percentage of Salespeople Performing Selected Duties | 107 |
| LXXIX. Number and Percentage of Salespeople Operating Machines . . . | 108 |
| LXXX. Miscellaneous Employees | 110 |
| LXXXI. Employers' Preferences for Men and Women Employees in Miscellaneous Employees | 111 |
| LXXXII. Rate of Turnover in Miscellaneous Employees During 12-month Period | 112 |
| LXXXIII. Rate of Turnover in Men Miscellaneous Employees During 12-month Period | 113 |
| LXXXIV. Rate of Turnover in Women Miscellaneous Employees During 12-month Period | 115 |
| LXXXV. Minimum Employment Age for New Men Miscellaneous Employees | 116 |
| LXXXVI. Minimum Employment Age for New Women Miscellaneous Employees | 117 |
| LXXXVII. Experience Requirements for New Miscellaneous Employees . . . | 118 |
| LXXXVIII. Experience Requirements for New Men Miscellaneous Employees | 119 |
| LXXXIX. Experience Requirements for New Women Miscellaneous Employees | 120 |
| XC. Minimum Education Requirements Specified by Employers for New Miscellaneous Employees | 122 |
| XCI. Minimum Education Requirements Specified by Employers for New Men Miscellaneous Employees | 123 |

LIST OF TABLES (CONTINUED)

| Table | Page |
|--|------|
| XCII. Minimum Education Requirements Specified by Employers for New Women Miscellaneous Employees | 124 |
| XCIII. Number and Percentage of Miscellaneous Employees Performing Selected Duties | 125 |
| XCIV. Number and Percentage of Miscellaneous Employees Operating Machines | 126 |

CHAPTER I
INTRODUCTION

Purpose of the study. 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;
3. 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;
8. To determine, to some extent, the duties performed by the various employees;
9. 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.

Need for the study. 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

TABLE I

STUDENTS FROM BLACKWELL ENROLLED IN NORTHERN OKLAHOMA JUNIOR COLLEGE
DURING THE SCHOOL YEARS 1946-1947 TO 1948-1949, INCLUSIVE

| Year | Total College Enrollment | Total Business Department Enrollment | Blackwell Students Enrolled in College | | Blackwell Students Enrolled in Business Department | |
|-----------|--------------------------------|---|---|------------------------------------|--|---|
| | | | Number | Per cent of Total Enrollment | Number | Per cent of 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.

Scope and delimitation. 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 Accessory Stores | 4 | Music Store | 1 |
| Baby Shop | 1 | Newspaper Office | 1 |
| Banks | 2 | Oil Office | 1 |
| Clinics and Hospitals | 2 | Optometrist's Office | 1 |
| Credit Associations | 2 | Order House | 1 |
| Dentists' Offices | 7 | Paint and Wallpaper Company | 1 |

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

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.

Procedure. 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 full-time 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

Full-time employees. 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 accountants. 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

| Nature of Business | Type of Position | | | | | | | | | | | Totals | | |
|-------------------------------------|------------------|-------------|--------------------------------|----------|--------------------------|-------------------------|--------------|---------------|------------------------------|-------------|---------------|--------|--------------|-----------------------|
| | 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 |
| Accounting Firms | 2 | 1 | | | | | | | 2 | | | | | 5 |
| Appliance Stores | 1 | | | | | | | 5 | | | | | | 6 |
| Attorneys' Offices | | 1 | | | | | | | 4 | 4 | | | | 9 |
| Auto Supply and Accessory Stores | | 4 | | | | | | 13 (2) | | | | | | 17 (2) |
| Baby Shop | | | | | | | | 1 (1) | | | | | | 1 (1) |
| Banks | 3 | 8 | 4 | 8 | | | | | 1 | 1 | | | | 25 |
| Clinics and Hospitals | | 2 | | | | 1 | | | | | 1 | | | 4 |
| Credit Associations | | | | | | | | | 5 | | | | | 5 |
| Dentists' Offices | | 2 | | | | 2 | | | 3 | | | | | 7 |
| Doctors' Offices | | 3 | | | | 1 | | | 2 | | | | | 6 |
| Drilling Companies | 1 | | | | | | | | 1 | 1 | | | | 3 |
| Drug Stores | | 2 | | | | | | 25 (1) | | | | | | 27 (4) |
| Dry Goods Stores | | 2 | | 4 | | | | 38 (7) | | | | | | 44 (7) |
| Electric Shops | | | | | | | | 4 | | | | | | 4 |
| Five and Ten Cent Stores | | | | 1 | 2 | | | 22 (2) | | | 3 | | | 28 (2) |
| Funeral Home | | 1 | | | | | | | | | | | | 1 |
| Furniture Stores | | | 1 | | | | | 9 (2) | | | | | | 10 (2) |

TABLE II

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

| Nature of Business | Type of Position | | | | | | | | | | | | Totals | |
|----------------------------------|------------------|-------------|--------------------------------|----------|--------------------------|-------------------------|--------------|---------------|------------------------------|-------------|---------------|--------------|--------|-----------------------|
| | 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 |
| Grocery Stores | | 2(2) | | 2 | | | | 25(1) | | | 10(2) | | | 39(4) |
| Hardware Stores | | 1 | | | | | | 1 | | | | | | 2 |
| Hatcheries | 1 | 1 | | | | | | 4(2) | | | | | | 6(2) |
| Hotels | | | | 2 | 2 | | | 1 | | | | | | 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 | | | 2 | | | 7(1) | | | | | | 10(1) |
| Men's Wear | | | | | | | | 6(2) | | | | | | 6(2) |
| Motor Companies | | 7(1) | | 4 | | | | 10 | | | | | | 21(1) |
| Municipal Offices | 1 | | | 2 | | | | | | 1 | | | | 4 |
| Music Stores | | 1 | | | | | | 3 | | | | | | 4 |
| Newspaper Office | | 1 | | | | | | | | | | | | 1 |
| Oil Office | | | | | | | | | 1 | | | | | 1 |
| Optometrist's Office | | 1 | | | | | | | | | | | | 1 |
| Order Houses | | | | 1 | | | | 2 | | | | | | 3 |
| Paint and Wallpaper Companies | | | | | | | | 3 | | | | | | 3 |

TABLE II

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

| Nature of Business | Type of Position | | | | | | | | | | | | Totals | |
|--------------------------------------|------------------|-------------|--------------------------------|----------|--------------------------|-------------------------|--------------|---------------|------------------------------|-------------|---------------|--------------|--------|--------------------|
| | 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 |
| Plumbing Companies | | 1 | | | | | | 3 | | | | | | 4 |
| Printing and Stationery Companies | | 1 | | | | | | 2(1) | | | | | | 3(1) |
| Public Schools Offices | | | | | | | | | | 3 | | | | 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 | | | | | | | | | 8 |
| Meat Packing Company | 1 | | 1 | 1 | | | 1 | | | | | | | 4 |
| 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) |

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.

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 48.1 per cent, are engaged in retail sales positions. The greatest number in this type of position, 38, 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 18 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.

Part-time employees. 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 EMPLOYEES

| <u>Firms with Number of Employees Specified</u> | <u>Number of Firms Represented</u> | <u>Percentage of Total Firms</u> | <u>Total Employees</u> | <u>Percentage of Total Employees</u> |
|---|--|--|----------------------------|--|
| 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 | 4 | 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 | .8 | 9 | 2.1 |
| Firms with ten employees | 2 | 1.6 | 20 | 4.7 |
| Firms with eleven employees | 1 | .8 | 11 | 2.6 |
| Firms with twelve employees | 1 | .8 | 12 | 2.8 |
| Firms with fifteen employees | 2 | 1.6 | 30 | 7.0 |
| Firms with twenty employees | 1 | .8 | 20 | 4.7 |
| Firms with twenty-four employees | 1 | .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 12-month 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

| Position | Total Positions | | Men Preferred | | Women Preferred | | No Preference | |
|----------------------------------|-----------------|----------|---------------|----------|-----------------|----------|---------------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Accountants | 14 | 100 | 10 | 71.4 | 4 | 28.6 | | |
| Bookkeepers | 53 | 100 | 10 | 18.9 | 37 | 69.8 | 6 | 11.3 |
| Bookkeeping Machine Operators | 8 | 100 | 4 | 50 | 3 | 37.5 | 1 | 12.5 |
| Cashiers | 32 | 100 | 16 | 50 | 15 | 46.9 | 1 | 3.1 |
| General Office Clerks | 13 | 100 | 6 | 41.1 | 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 Salesmen | 27 | 100 | 27 | 100 | | | | |
| Total | 427 | 100 | 184 | | 162 | | 81 | |
| Percentage of Total Positions | | 100 | | 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

RATE OF TURNOVER IN EMPLOYEES DURING 12-MONTH PERIOD

| Positions | Newly Employed | | | Separated | | | Total Employees | Turnover | |
|----------------------------------|----------------|-----------|------------|-----------|-----------|------------|-----------------|------------|-------------|
| | Men | Women | Total | Men | Women | Total | | Number* | Per cent** |
| Accountants | 1 | 0 | 1 | 1 | 0 | 1 | 14 | 1 | 7.1 |
| Bookkeepers | 5 | 13 | 18 | 4 | 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 | 1 | 1 | 2 | 13 | 2 | 16 |
| Office Boys or Girls | 0 | 5 | 5 | 0 | 5 | 5 | 6 | 5 | 83.3 |
| Order Clerks | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 0 | 0 |
| PBX Operators | 0 | 2 | 2 | 0 | 2 | 2 | 2 | 2 | 100 |
| Retail Salesmen in Stores | 18 | 40 | 58 | 15 | 39 | 54 | 205 | 54 | 26.6 |
| Secretaries | 0 | 14 | 14 | 0 | 14 | 14 | 33 | 14 | 42.4 |
| Stenographers | 0 | 6 | 6 | 0 | 6 | 6 | 18 | 6 | 33.3 |
| Stock Clerks | 8 | 0 | 8 | 8 | 0 | 8 | 13 | 8 | 61.5 |
| Wholesale Salesmen | 10 | 0 | 10 | 9 | 0 | 9 | 27 | 9 | 33.9 |
| Total | 43 | 90 | 133 | 38 | 90 | 128 | 427 | 128 | 30.2 |

* 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 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 EMPLOYEES
 DURING 12-MONTH PERIOD

| Positions | Newly Employed | Separated | Total No. Men Employees | Turnover | |
|----------------------------------|-------------------|-----------|-------------------------------|----------|------------|
| | | | | Number* | Per cent** |
| Accountants | 1 | 1 | 9 | 1 | 11.1 |
| Bookkeepers | 5 | 4 | 13 | 4 | 32 |
| Bookkeeping Machine Operators | 0 | 0 | 4 | 0 | 0 |
| Cashiers | 0 | 0 | 12 | 0 | 0 |
| General Office Clerks | 1 | 1 | 4 | 1 | 25 |
| Retail Salesmen in Stores | 18 | 15 | 115 | 15 | 13.2 |
| Secretaries | 0 | 0 | 2 | 0 | 0 |
| Stock Clerks | 8 | 8 | 12 | 8 | 66.7 |
| Wholesale Salesmen | 10 | 9 | 27 | 9 | 33.9 |
| Total | 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 WOMEN EMPLOYEES
DURING 12-MONTH PERIOD

| Positions | Newly Employed | Separated | Total No. Women Employees | Turnover | |
|-----------------------|-------------------|-----------|---------------------------------|----------|------------|
| | | | | Number* | Per cent** |
| Accountants | 0 | 0 | 5 | 0 | 0 |
| Bookkeepers | 13 | 14 | 40 | 13 | 32.1 |
| Bookkeeping | | | | | |
| Machine Operators | 1 | 1 | 4 | 1 | 25 |
| Cashiers | 7 | 7 | 20 | 7 | 35 |
| General Office Clerks | 2 | 1 | 9 | 1 | 11.8 |
| Office Boys or Girls | 5 | 5 | 6 | 5 | 83.3 |
| Order Clerks | 0 | 1 | 3 | 0 | 0 |
| PBX Operators | 2 | 2 | 2 | 2 | 100 |
| Retail Salesmen | | | | | |
| in Stores | 40 | 39 | 90 | 39 | 43.6 |
| Secretaries | 14 | 14 | 31 | 14 | 45.2 |
| Stenographers | 6 | 6 | 18 | 6 | 33.3 |
| Stock Clerks | 0 | 0 | 1 | 0 | 0 |

* 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.

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

| Positions | Minimum Age | | | | | | | | No Age Requirement | Total | |
|-------------------------------------|-------------|----------|-----|----------|-----|----------|-----|----------|-----------------------|----------|-----|
| | 16 | | 18 | | 20 | | 21 | | | | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | |
| Accountants | | | 8 | 7.3 | | | | | 1 | 2.7 | 9 |
| Bookkeepers | | | 8 | 7.3 | | | 5 | 14.3 | | | 13 |
| Bookkeeping Machine Operators | | | 4 | 3.6 | | | | | | | 4 |
| Cashiers | | | 10 | 9.1 | | | 2 | 5.7 | | | 12 |
| General Office Clerks | | | 2 | 1.8 | | | 2 | 5.7 | | | 4 |
| Retail Salesmen in Stores | 9 | 69.2 | 55 | 50 | 4 | 100 | 21 | 60 | 27 | 73 | 116 |
| Secretaries | | | | | | | 1 | 2.9 | 1 | 2.7 | 2 |
| Stock Clerks | 4 | 30.8 | 5 | 4.5 | | | | | 3 | 8.1 | 12 |
| Wholesale Salesmen | | | 18 | 16.4 | | | 4 | 11.4 | 5 | 13.5 | 27 |
| Total | 13 | 100.0 | 110 | 100.0 | 4 | 100.0 | 35 | 100.0 | 37 | 100.0 | 199 |
| Percentage of Total Positions | | 6.5 | | 55.3 | | 2 | | 17.6 | | 18.6 | 100 |

This table should be read as follows: Eighteen 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

| Positions | Minimum Age | | | | | | | | | | No Age Require- ment | Total | | | |
|-------------------------------------|-------------|----------|-----|----------|-----|----------|-----|----------|-----|----------|----------------------------|-------|-----|----------|-----|
| | 16 | | 18 | | 20 | | 21 | | 25 | | | | 35 | | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | | | No. | Per cent | |
| Accountants | | | 4 | 2.7 | | | | | | | | 1 | 5.6 | 5 | |
| Bookkeepers | | | 32 | 21.6 | 1 | 11.1 | 4 | 18.2 | 1 | 100 | | 2 | 11 | 40 | |
| Bookkeeping Machine Operators | | | 3 | 2.0 | | | | | | | | 1 | 5.6 | 4 | |
| Cashiers | | | 16 | 10.8 | 1 | 11.1 | 3 | 13.6 | | | | | | 20 | |
| General Office Clerks | | | 9 | 6.1 | | | | | | | | | | 9 | |
| Office Boys or Girls | | | 5 | 3.4 | | | 1 | 4.6 | | | | | | 6 | |
| Order Clerks | | | 2 | 1.4 | | | | | | | | 1 | 5.6 | 3 | |
| 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 |
| Stenographers | | | 16 | 10.8 | | | 2 | 9 | | | | | | 18 | |
| Stock Clerks | 1 | 3.6 | | | | | | | | | | | | 1 | |
| Totals | 28 | 100 | 148 | 100 | 9 | 100 | 22 | 100 | 1 | 100 | 2 | 100 | 18 | 100 | 228 |
| Percentage of Total Positions | | 12.3 | | 64.9 | | 3.9 | | 9.7 | | .4 | | .9 | | 7.9 | |

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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-------------------------------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Accounts | 14 | 100 | 6 | 42.9 | 8 | 57.1 |
| Bookkeepers | 53 | 100 | 19 | 35.8 | 34 | 64.2 |
| Bookkeeping Machine Operators | 8 | 100 | 2 | 25 | 6 | 75 |
| Cashiers | 32 | 100 | 15 | 46.9 | 17 | 53 |
| General Office Clerks | 13 | 100 | 2 | 15.4 | 11 | 84.6 |
| Office Boys or Girls | 6 | 100 | 1 | 16.7 | 5 | 83.3 |
| Order Clerks | 3 | 100 | | | 3 | 100 |
| PBX Operators | 2 | 100 | | | 2 | 100 |
| Retail Salesmen in Stores | 205 | 100 | 44 | 21.5 | 161 | 78.5 |
| Secretaries | 33 | 100 | 11 | 33.3 | 22 | 66.7 |
| Stenographers | 18 | 100 | 6 | 33.3 | 12 | 66.7 |
| Stock Clerks | 13 | 100 | | | 13 | 100 |
| Wholesale Salesmen | 27 | 100 | | | 27 | 100 |
| Total | 427 | | 106 | | 321 | |
| Percentage of Total Positions | | 100 | | 24.8 | | 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|---|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Accountants | 9 | 100 | 3 | 33.3 | 6 | 66.7 |
| Bookkeepers | 13 | 100 | 5 | 38.5 | 8 | 61.5 |
| Bookkeeping Machine Operators | 4 | 100 | | | 4 | 100 |
| Cashiers | 12 | 100 | 6 | 50 | 6 | 50 |
| General Office Clerks | 4 | 100 | | | 4 | 100 |
| Retail Salesmen in Stores | 115 | 100 | 30 | 26.1 | 85 | 73.9 |
| Secretaries | 2 | 100 | 1 | 50 | 1 | 50 |
| Stock Clerks | 12 | 100 | | | 12 | 100 |
| Wholesale Salesmen | 27 | 100 | | | 27 | 100 |
| Total | 198 | | 45 | | 153 | |
| Percentage of Total Positions 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.

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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|---|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | 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 | 2 | 50 |
| Cashiers | 20 | 100 | 8 | 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 | | | 3 | 100 |
| PBX Operators | 2 | 100 | | | 2 | 100 |
| Retail Salesmen in Stores | 90 | 100 | 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 | | 54 | | 175 | |
| Percentage of Total Positions 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 XIV 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 REQUIREMENTS
FOR
NEW EMPLOYEES IN VARIOUS TYPES OF POSITIONS

| Positions | Total Positions | | 8th Grade | | High School Graduation | | Business College Training | | 2 Years College | | College Graduation | | None | |
|--------------------------------|-----------------|----------|-----------|----------|------------------------|----------|---------------------------|----------|-----------------|----------|--------------------|----------|------------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| 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 | 1.9 | 7 | 13.2 | 2 | 3.8 | 1 | 1.9 |
| Bookkeeping Machine Operators | 8 | 100 | | | 8 | 100 | | | | | | | | |
| Cashiers | 32 | 100 | | | 29 | 90.6 | | | 3 | 9.4 | | | | |
| General Office 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 in Stores | 205 | 100 | 5 | 2.4 | 101 | 49.3 | | | 1 | .5 | 4 | 1.9 | 94 | 45.9 |
| Secretaries | 33 | 100 | | | 26 | 78.8 | 5 | 15.1 | 2 | 6.1 | | | | |
| Stenographers | 18 | 100 | | | 14 | 77.8 | 1 | 5.5 | 3 | 16.7 | | | | |
| Stock Clerks | 13 | 100 | 2 | 15.4 | 8 | 61.5 | | | | | | | 3 | 23.1 |
| Wholesale Salesmen | 27 | 100 | | | 22 | 81.5 | | | | | | | 5 | 18.5 |
| Total | 427 | | 11 | | 274 | | 9 | | 21 | | 9 | | 103 | |
| Percentages of Total Positions | | 100 | | 2.6 | | 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 EMPLOYEES
IN VARIOUS TYPES OF POSITIONS

| Positions | Total Positions | | 8th Grade | | High School Graduation | | Business College Training | | 2 Years College | | College Graduation | | None | |
|--------------------------------|-----------------|----------|-----------|----------|------------------------|----------|---------------------------|----------|-----------------|----------|--------------------|----------|------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Accountants | 9 | 100 | | | 6 | 66.7 | | | 1 | 11.1 | 2 | 22.2 | | |
| Bookkeepers | 13 | 100 | 2 | 15.4 | 8 | 61.5 | | | 2 | 15.4 | 1 | 7.7 | | |
| Bookkeeping Machine Operators | 4 | 100 | | | 4 | 100 | | | | | | | | |
| Cashiers | 12 | 100 | | | 12 | 100 | | | | | | | | |
| General Office Clerks | 4 | 100 | | | 4 | 100 | | | | | | | | |
| Retail Salesmen in Stores | 115 | 100 | 4 | 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 Salesmen | 27 | 100 | | | 22 | 81.5 | | | | | | | 5 | 18.5 |
| Total | 198 | | 8 | | 121 | | | | 4 | | 3 | | 62 | |
| Percentages of Total Positions | | 100 | | 4.1 | | 61.1 | | | | 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

MINIMUM EDUCATION REQUIREMENTS
FOR NEW WOMEN EMPLOYEES
IN VARIOUS TYPES OF POSITIONS

| Positions | Total Positions | | 8th Grade | | High School Graduation | | Business College Training | | 2 Years College | | College Graduation | | None | |
|-------------------------------|-----------------|----------|-----------|----------|------------------------|----------|---------------------------|----------|-----------------|----------|--------------------|----------|-----------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| | | | | | | | | | | | | | | |
| 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 Operators | 4 | 100 | | | 4 | 100 | | | | | | | | |
| Cashiers | 20 | 100 | | | 17 | 85 | | | 3 | 15 | | | | |
| General Office Clerks | 9 | 100 | 2 | 22.2 | 5 | 55.6 | | | 2 | 2.2 | | | | |
| 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 in Stores | 90 | 100 | 1 | 11.1 | 45 | 50 | | | | | 4 | 4.4 | 40 | 44.5 |
| Secretaries | 31 | 100 | | | 24 | 77.4 | 5 | 16.1 | 2 | 6.5 | | | | |
| Stenographers | 18 | 100 | | | 14 | 77.8 | 1 | 5.5 | 3 | 16.7 | | | | |
| Stock Clerks | 1 | 100 | | | 1 | 100 | | | | | | | | |
| Total | 229 | | 3 | | 153 | | 9 | | 17 | | 6 | | 41 | |
| Percentage of 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.

Employees performing selected duties in various types of positions.

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.

Employees operating business machines in various types of positions.

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.

Training in English and spelling. 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.

Training in appearance and office manners. 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 manners, as shown in Table XIX.

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

TABLE XVI

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

| Positions | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | | | | | |
|-------------------------------|---|----------|------------|----------|------------|----------|-------------------------------|----------|--|----------|------------|----------|
| | Total Employees | | Type | | File | | Take Dictation and Transcribe | | Apply Knowledge of Book-keeping Principles and Practices | | Sell | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Accountants | 14 | 100 | 11 | 78.6 | 6 | 42.9 | 2 | 14.3 | 14 | 100 | | |
| Bookkeepers | 53 | 100 | 47 | 88.7 | 44 | 83 | 12 | 22.6 | 53 | 100 | 25 | 47.1 |
| Bookkeeping Machine Operators | 8 | 100 | 8 | 100 | 4 | 50 | 2 | 25 | 8 | 100 | 1 | 12.5 |
| Cashiers | 32 | 100 | 29 | 90.6 | 22 | 68.8 | 4 | 12.5 | 24 | 75 | 9 | 28.1 |
| General Office Clerks | 13 | 100 | 13 | 100 | 13 | 100 | | | 13 | 100 | 2 | 15.4 |
| Office Boys or Girls | 6 | 100 | 6 | 100 | 6 | 100 | 3 | 50 | 6 | 100 | 1 | 16.7 |
| Order Clerks | 3 | 100 | 3 | 100 | 3 | 100 | | | 2 | 66.7 | 2 | 66.7 |
| PBX Operators | 2 | 100 | 1 | 50 | 1 | 50 | | | 1 | 50 | | |
| Retail Salesmen in Stores | 205 | 100 | 18 | 8.8 | 43 | 20.9 | | | 36 | 17.6 | 205 | 100 |
| Secretaries | 33 | 100 | 33 | 100 | 33 | 100 | 20 | 60.6 | 28 | 84.8 | | |
| Stenographers | 18 | 100 | 18 | 100 | 18 | 100 | 18 | 100 | 9 | 50 | | |
| Stock Clerks | 13 | 100 | | | | | | | | | 7 | 53.9 |
| Wholesale Salesmen | 27 | 100 | | | | | | | | | 27 | 100 |
| Total | 427 | | 187 | | 193 | | 61 | | 194 | | 279 | |
| Percentage of Total Employees | | 100 | | 43.8 | | 45.2 | | 14.3 | | 45.4 | | 65.3 |

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 XVII

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

| Positions | Selected Office Machines and Number and Percentage of Employees Operating Each | | | | | | | | | | | | | | | | | |
|-------------------------------|--|------|----------------|------|-------------|------|----------------|------|-------------|------|--------------|------|---------------|------|--------------|------|---------------------|------|
| | Total Employees | | Adding Machine | | Mimeo-graph | | Liquid Process | | Calcula-tor | | Comp-tometer | | Cash Register | | Check Writer | | Address-ing Machine | |
| | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent |
| Accountants | 14 | 100 | 14 | 100 | | | | | 7 | 50 | 3 | 21.4 | 1 | 7.1 | 9 | 64.3 | | |
| Bookkeepers | 53 | 100 | 46 | 86.8 | | | | | 7 | 13.2 | 4 | 7.6 | 22 | 41.2 | 15 | 28.3 | | |
| Bookkeeping | | | | | | | | | | | | | | | | | | |
| Machine Operators | 8 | 100 | 8 | 100 | | | | | 3 | 37.5 | | | 1 | 12.5 | 1 | 12.5 | | |
| Cashiers | 32 | 100 | 30 | 93.8 | | | | | 5 | 15.6 | | | 7 | 21.9 | 3 | 25 | | |
| General Office | | | | | | | | | | | | | | | | | | |
| Clerks | 13 | 100 | 10 | 76.9 | 4 | 30.8 | | | 1 | 7.7 | 2 | 15.4 | 2 | 15.4 | 2 | 15.4 | 2 | 15.4 |
| Office Boys or Girls | 6 | 100 | 1 | 16.7 | | | | | 1 | 16.7 | 1 | 16.7 | | | | | | |
| Order Clerks | 3 | 100 | 3 | 100 | | | | | | | | | | | | | | |
| FBX Operators | 2 | 100 | 1 | 50 | | | | | | | | | | | | | | |
| Retail Salesmen | | | | | | | | | | | | | | | | | | |
| in Stores | 205 | 100 | 78 | 38.1 | 1 | .4 | | | | | | | 136 | 66.3 | 2 | 1 | | |
| Secretaries | 33 | 100 | 22 | 66.7 | 8 | 24.2 | 4 | 12.1 | 6 | 18.1 | 1 | 3 | 2 | 6.1 | 7 | 21.2 | | |
| Stenographers | 18 | 100 | 13 | 72.2 | 8 | 44.4 | 2 | 11.1 | 2 | 11.1 | 1 | 5.6 | | | 1 | 5.6 | 1 | 5.6 |
| Stock Clerks | 13 | 100 | 4 | 30.8 | | | | | | | | | 7 | 53.9 | | | | |
| Wholesale Salesmen | 27 | 100 | | | | | | | | | | | | | | | | |
| Total | 427 | | 230 | | 21 | | 6 | | 32 | | 12 | | 178 | | 45 | | 3 | |
| Percentage of Total Employees | | 100 | | 54 | | 4.9 | | 1.4 | | 7.5 | | 2.8 | | 41.7 | | 10.5 | | .7 |

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 comp-tometer; 1, or 7.1 per cent, the cash register; and 9, or 64.3 per cent, the check writer.

TABLE XVIII

Replies of 124 employers to the question:
 "DOES YOUR AVERAGE NEW EMPLOYEE NEED MORE TRAINING
 IN
 ENGLISH AND SPELLING?"

| Yes | | 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?"

| Yes | | No | | Total Positions | |
|--------|----------|--------|----------|-----------------|----------|
| Number | Per cent | Number | Per cent | Number | Per cent |
| 16 | 12.9 | 108 | 87.1 | 124 | 100 |

CHAPTER III
RECORD KEEPERS

Number and sex of record keepers. Record keepers in Blackwell total 67, or 13.4 per cent of the total number of employees included in the study. Nine, 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 83.7 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.

Preferences for men and women employees. 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.

Rate of turnover. 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
RECORD KEEPERS EMPLOYED

| Positions | Men | | Women | | Total | |
|-------------|--------|----------|--------|----------|--------|----------|
| | 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 | 100 |
| Total | 22 | 32.8 | 45 | 67.2 | 67 | 100 |

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

| Positions | Total Positions | | Men Preferred | | Women Preferred | | No Preference | |
|-------------|--------------------|----------|------------------|----------|--------------------|----------|------------------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Accountants | 14 | 100 | 10 | 71.4 | 4 | 28.6 | | |
| Bookkeepers | 53 | 100 | 10 | 18.9 | 37 | 69.8 | 6 | 11.3 |
| Total | 67 | 100 | 20 | 29.9 | 41 | 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 | Newly Employed | | | Separated | | | Total No. Employees | Turnover | |
|-------------|----------------|-------|-------|-----------|-------|-------|------------------------|----------|------------|
| | Men | Women | Total | Men | Women | Total | | No.* | 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 | 28.4 |

* 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 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 TURNOVER IN NEW RECORD KEEPERS
 DURING 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | <u>Separated</u> | <u>Total No. Employees</u> | <u>Turnover</u> | |
|------------------|-----------------------|------------------|--------------------------------|-----------------|-------------------|
| | | | | <u>Number*</u> | <u>Per cent**</u> |
| Accountants | 1 | 1 | 9 | 1 | 11.1 |
| Bookkeepers | 5 | 4 | 13 | 4 | 32.0 |
| Total | 6 | 5 | 22 | 5 | 23.3 |

* 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 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 |
| Total | 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 job.

Minimum employment age. 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 XIV 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 business 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. Yet 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

MINIMUM EMPLOYMENT AGE FOR MEN RECORD KEEPERS

| Positions | Minimum Age | | | | | | | | No Age Requirement | Totals | | Average Age | |
|-------------|-------------|----------|-----|----------|-----|----------|-----|----------|-----------------------|----------|----------|----------------|------|
| | 18 | | 20 | | 21 | | 25 | | | No. | Per cent | | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | | | |
| Accountants | 8 | 88.9 | | | | | | | 1 | 11.1 | 9 | 100 | 18 |
| Bookkeepers | 8 | 61.5 | | | 5 | 38.5 | | | | | 13 | 100 | 19.2 |
| Total | 16 | 72.7 | | | 5 | 22.7 | | | 1 | 4.6 | 12 | 100 | |

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

| Positions | Minimum Age | | | | | | | | No Age Requirement | | Totals | | Average Age |
|-------------|-------------|----------|-----|----------|-----|----------|-----|----------|--------------------|----------|--------|----------|-------------|
| | 18 | | 20 | | 21 | | 25 | | No. | Per cent | No. | Per cent | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | | | | | |
| Accountants | 4 | 80 | | | | | | | 1 | 20 | 5 | 100 | 18 |
| Bookkeepers | 32 | 80 | 1 | 2.5 | 4 | 10 | 1 | 2.5 | 2 | 5 | 40 | 100 | 18.6 |
| 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Accountants | 14 | 100 | 6 | 42.8 | 8 | 57.2 |
| Bookkeepers | 53 | 100 | 19 | 35.8 | 34 | 64.2 |
| Total | 67 | 100 | 25 | 37.3 | 42 | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Accountants | 9 | 100 | 3 | 33.3 | 6 | 66.7 |
| Bookkeepers | 13 | 100 | 5 | 38.5 | 8 | 61.5 |
| Total | 22 | 100 | 8 | 36.4 | 14 | 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 KEEPING EMPLOYEES

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Accountants | 5 | 100 | 3 | 60 | 2 | 40 |
| 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 40 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

| Positions | Total | | 8th Grade | | High School Graduation | | Business College Training | | 2 Years College | | College Graduation | | None | |
|-------------|-------|----------|-----------|----------|------------------------|----------|---------------------------|----------|-----------------|----------|--------------------|----------|------|----------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| 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 | 2 | 3.8 | 1 | 1.9 |
| Total | 67 | 100 | 2 | 3 | 49 | 73.1 | 2 | 3 | 8 | 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 EDUCATION REQUIREMENTS
SPECIFIED BY EMPLOYERS
FOR NEW MEN RECORD KEEPERS

| <u>Positions</u> | <u>Total Positions</u> | | <u>8th Grade</u> | | <u>High School Graduation</u> | | <u>Business College Training</u> | | <u>2 Years College</u> | | <u>College Graduation</u> | | <u>None</u> | |
|------------------|------------------------|-----------------|------------------|-----------------|-------------------------------|-----------------|----------------------------------|-----------------|------------------------|-----------------|---------------------------|-----------------|-------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Accountants | 9 | 100 | | | 6 | 66.7 | | | 1 | 11.1 | 2 | 22.2 | | |
| Bookkeepers | 13 | 100 | 2 | 15.4 | 8 | 61.5 | | | 2 | 15.4 | 1 | 7.7 | | |
| Total | 22 | 100 | 2 | 9.1 | 14 | 63.7 | | | 3 | 13.6 | 3 | 13.6 | | |

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.

Selected duties performed. 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.

Machines operated. 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 WOMEN RECORD KEEPERS

| <u>Positions</u> | <u>Total</u> <u>Positions</u> | | <u>8th Grade</u> | | <u>High</u> <u>School</u> <u>Graduation</u> | | <u>Business</u> <u>College</u> <u>Training</u> | | <u>2 Years</u> <u>College</u> | | <u>College</u> <u>Graduation</u> | | <u>None</u> | |
|------------------|----------------------------------|---------------------------|------------------|---------------------------|---|---------------------------|--|---------------------------|----------------------------------|---------------------------|-------------------------------------|---------------------------|-------------|---------------------------|
| | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> | <u>No.</u> | <u>Per</u> <u>cent</u> |
| 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 |
| Total | 45 | 100 | | | 35 | 77.8 | 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 DUTIES

| Positions | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | | | | | |
|-------------|--|-------------|------|-------------|------|-------------|--|-------------|--|-------------|------|-------------|
| | Total Employees | | Type | | File | | Take Dictation and Transcribe | | Apply Knowledge of Bookkeeping Principles and Practices | | Sell | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Accountants | 14 | 100 | 11 | 78.6 | 6 | 42.9 | 2 | 14.3 | 14 | 100 | | |
| Bookkeepers | 53 | 100 | 47 | 88.7 | 44 | 83 | 12 | 22.6 | 53 | 100 | 25 | 47.1 |
| Total | 67 | 100 | 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
NUMBER AND PERCENTAGE OF RECORD KEEPING EMPLOYEES
OPERATING MACHINES

| <u>Positions</u> | <u>Selected Office Machines and Number and Percentage of Employees Operating Each</u> | | | | | | | | | | | |
|------------------|---|-----------------|-----------------------|-----------------|---------------------|-----------------|----------------------|-----------------|----------------------|-----------------|---------------------|-----------------|
| | <u>Total Employees</u> | | <u>Adding Machine</u> | | <u>Calcu- lator</u> | | <u>Comp- tometer</u> | | <u>Cash Register</u> | | <u>Check Writer</u> | |
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Accountants | 14 | 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 7.1 per cent, the cash register; and 9, or 64.3 per cent, the check writer.

CHAPTER IV

SECRETARIAL EMPLOYEES

Number and sex of secretarial employees. 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.

Preferences for men and women employees. 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.

Rate of turnover. 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 XXV
SECRETARIAL WORKERS EMPLOYED

| Positions | Men | | Women | | Total | |
|---------------|--------|----------|--------|----------|--------|----------|
| | 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 |

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

| Positions | Total Positions | | Men Preferred | | Women Preferred | | No Preference | |
|---------------|-----------------|----------|---------------|----------|-----------------|----------|---------------|----------|
| | 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 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | | | <u>Separated</u> | | | <u>Total No. Employees</u> | <u>Turnover</u> | |
|------------------|-----------------------|--------------|--------------|------------------|--------------|--------------|--------------------------------|-----------------|-------------------|
| | <u>Men</u> | <u>Women</u> | <u>Total</u> | <u>Men</u> | <u>Women</u> | <u>Total</u> | | <u>No.*</u> | <u>Per cent**</u> |
| Secretaries | 0 | 14 | 14 | 0 | 14 | 14 | 33 | 14 | 42.4 |
| Stenographers | 0 | 6 | 6 | 0 | 6 | 6 | 18 | 6 | 33.3 |
| Total | 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 XXVIII
 RATE OF TURNOVER OF MEN SECRETARIAL EMPLOYEES
 DURING 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | <u>Separated</u> | <u>Total No. Employees</u> | <u>Turnover</u> | |
|------------------|-----------------------|------------------|--------------------------------|-----------------|-------------------|
| | | | | <u>Number*</u> | <u>Per cent**</u> |
| Secretaries | 0 | 0 | 2 | 0 | 0 |

* 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.

TABLE XXXIX
 RATE OF TURNOVER OF WOMEN SECRETARIAL EMPLOYEES
 DURING 12-MONTH PERIOD

| Positions | Newly Employed | Separated | Total No. Employees | Turnover | |
|---------------|----------------|-----------|------------------------|----------|------------|
| | | | | Number* | Per cent** |
| Secretaries | 14 | 14 | 31 | 14 | 45.2 |
| Stenographers | 6 | 6 | 18 | 6 | 33.3 |
| Total | 20 | 20 | 49 | 20 | 40.8 |

* 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.

Minimum education requirements. The majority of the positions for secretaries 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 11.8 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

| <u>Positions</u> | <u>Minimum Age 21</u> | | <u>No Age Requirement</u> | | <u>Total</u> | | <u>Average Age</u> |
|------------------|-----------------------|-----------------|---------------------------|-----------------|--------------|-----------------|--------------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | |
| Secretaries | 1 | 50 | 1 | 50 | 2 | 100 | 21 |

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

| Positions | 16 | | 18 | | 20 | | 21 | | No Age Requirement | | Total | | Average Age |
|---------------|-----|----------|-----|----------|-----|----------|-----|----------|--------------------|----------|-------|----------|-------------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | |
| 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 | 49 | 100 | 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|---------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|---------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Secretaries | 31 | 100 | 10 | 32.3 | 21 | 67.7 |
| Stenographers | 18 | 100 | 6 | 33.3 | 12 | 66.7 |
| Total | 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 EMPLOYERS
FOR NEW SECRETARIAL EMPLOYEES

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | | <u>Business College Training</u> | | <u>2 Years College</u> | | <u>Graduation</u> | | <u>None</u> | |
|------------------|------------------------|-----------------|-------------------------------|-----------------|----------------------------------|-----------------|------------------------|-----------------|-------------------|-----------------|-------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per 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 | 78.4 | 6 | 11.8 | 5 | 9.8 | | | | |

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.

TABLE XLVI
 MINIMUM EDUCATION REQUIREMENTS
 SPECIFIED BY EMPLOYERS
 FOR NEW MEN SECRETARIAL EMPLOYEES

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | |
|------------------|------------------------|-----------------|-------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| 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.

TABLE XLVII
 MINIMUM EDUCATION REQUIREMENTS
 SPECIFIED BY EMPLOYERS
 FOR NEW WOMEN SECRETARIAL EMPLOYEES

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | | <u>Business College Training</u> | | <u>2 Years College</u> | |
|------------------|------------------------|-----------------|-------------------------------|-----------------|----------------------------------|-----------------|------------------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Secretaries | 31 | 100 | 24 | 77.4 | 5 | 16.1 | 2 | 6.5 |
| Stenographers | 18 | 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: Twenty-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.

Machines operated. 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

| Positions | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | | | | | |
|---------------|--|-------------|------|-------------|------|-------------|--|-------------|--|-------------|------|-------------|
| | Total Employees | | Type | | File | | Take Dictation and Transcribe | | Apply Knowledge of Bookkeeping Principles and Practices | | Sell | |
| | 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 | 84.8 | 0 | |
| Stenographers | 18 | 100 | 18 | 100 | 18 | 100 | 18 | 100 | 9 | 50 | 0 | |
| Total | 51 | 100 | 51 | 100 | 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

| Positions | Selected Office Machines and Number and Percentage of Employees Operating Each | | | | | | | | | | | | | | | | | |
|---------------|--|----------|----------------|----------|------------|----------|----------------|----------|------------|----------|-------------|----------|---------------|----------|--------------|----------|--------------------|----------|
| | Total Employees | | Adding Machine | | Mimeograph | | Liquid Process | | Calculator | | Comptometer | | Cash Register | | Check Writer | | Addressing Machine | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Secretaries | 33 | 100 | 22 | 66.7 | 8 | 24.2 | 4 | 12.1 | 6 | 18.2 | 1 | 3 | 2 | 6.1 | 7 | 21.2 | | |
| Stenographers | 18 | 100 | 13 | 72.2 | 8 | 44.4 | 2 | 11.1 | 2 | 11.1 | 1 | 5.6 | | | 1 | 5.6 | 1 | 5.6 |
| Total | 51 | 100 | 35 | 68.6 | 16 | 31.4 | 6 | 11.8 | 8 | 15.7 | 2 | 3.9 | 2 | 3.9 | 8 | 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

Number and sex of clerical employees. 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.

Rate of turnover. 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.

TABLE I
CLERICAL WORKERS

| Positions | Men | | Women | | Total | |
|-----------------------|--------|----------|--------|----------|--------|----------|
| | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>Men Preferred</u> | | <u>Women Preferred</u> | | <u>No Preference</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> |
| 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

| Positions | Newly Employed | | | Separated | | | Total No. Employees | Turnover | |
|-----------------------|----------------|-------|-------|-----------|-------|-------|------------------------|----------|------------|
| | Men | Women | Total | Men | Women | Total | | No.* | Per cent** |
| General Office Clerks | 1 | 2 | 3 | 1 | 1 | 2 | 13 | 2 | 16 |
| Order Clerks | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 0 | 0 |
| Stock Clerks | 8 | 0 | 8 | 8 | 0 | 8 | 13 | 8 | 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.

Minimum employment age. 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.

Experience requirements for new employees. 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
RATE OF TURNOVER IN MEN CLERICAL EMPLOYEES

| <u>Positions</u> | <u>Newly Employed</u> | <u>Separated</u> | <u>Total No. Employees</u> | <u>Turnover</u> | |
|--------------------------|-----------------------|------------------|--------------------------------|-----------------|-------------------|
| | | | | <u>Number*</u> | <u>Per cent**</u> |
| General Office Clerks | 1 | 1 | 4 | 1 | 25 |
| Order Clerks | | | | | |
| Stock Clerks | 8 | 8 | 12 | 8 | 66.7 |
| Total | 9 | 9 | 16 | 9 | 56.3 |

* 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 general office clerk was hired, and one was separated from his job, resulting in a 25 per cent turnover.

TABLE IV

MINIMUM EMPLOYMENT AGE FOR NEW MEN CLERICAL EMPLOYEES

| Positions | 16 | | Minimum Age 18 | | 21 | | No Age Requirement | | Totals | | Average Age |
|--------------------------|-----|-------------|-------------------|-------------|-----|-------------|-----------------------|-------------|--------|-------------|----------------|
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | |
| General Office Clerks | | | 2 | 50 | 2 | 50 | | | 4 | 100 | 19.5 |
| Order Clerks | | | | | | | | | | | |
| Stock Clerks | 4 | 33.3 | 5 | 41.7 | | | 3 | 25 | 12 | 100 | 17.1 |
| Total | 4 | 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.

TABLE LVI
MINIMUM EMPLOYMENT AGE FOR NEW WOMEN CLERICAL EMPLOYEES

| <u>Positions</u> | <u>Minimum Age</u> | | <u>No Age Requirement</u> | | <u>Totals</u> | | <u>Average Age</u> |
|-----------------------|--------------------|----------------|---------------------------|-----------------|---------------|-----------------|--------------------|
| | <u>16</u> | <u>18</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | |
| General Office Clerks | | 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-----------------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|-----------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| General Office Clerks | 4 | 100 | | | 4 | 100 |
| Stock Clerks | 12 | 100 | | | 12 | 100 |
| Total | 16 | 100 | | | 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

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-----------------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | 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 | 1 | 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.

Minimum education requirements. 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.

Selected duties performed. 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

| Positions | Total Positions | | 8th Grade | | High School Graduation | | 2 Years College | | None | |
|-----------------------|-----------------|----------|-----------|----------|------------------------|----------|-----------------|----------|------|----------|
| | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>8th Grade</u> | | <u>High School Graduation</u> | | <u>2 Years None</u> | |
|-----------------------|------------------------|-----------------|------------------|-----------------|-------------------------------|-----------------|---------------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| General Office Clerks | 4 | 100 | 4 | 22.2 | 4 | 100 | 2 | 22.2 |
| Order Clerks | 3 | 100 | | | 1 | 33.3 | 2 | 66.7 |
| Stock Clerks | 12 | 100 | 2 | 16.7 | 7 | 58.3 | 3 | 25 |
| Total | 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; 5, or 33.3 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

| Positions | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | | | | |
|--------------------------|--|------|------|------|------|------|--|--|------|------|------|
| | Total Employees | | Type | | File | | Take Dictation and Transcribe | Apply Knowledge of Bookkeeping Principles and Practices | | Sell | |
| | Per | Per | Per | Per | Per | Per | Per | Per | Per | | |
| | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | |
| General Office Clerks | 13 | 100 | 13 | 100 | 13 | 100 | | 13 | 100 | 2 | 15.4 |
| Order Clerks | 3 | 100 | 3 | 100 | 3 | 100 | | 2 | 66.7 | 2 | 66.7 |
| Stock Clerks | 13 | 100 | | | | | | | | 7 | 53.9 |
| Total | 29 | 100 | 26 | 100 | 26 | 100 | | 15 | 51.7 | 11 | 37.9 |

This table should be read as follows: Thirteen, or 100 per cent, of the general office clerks 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.

Machines operated. 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

| Positions | Selected Office Machines and Number and Percentage of Employees Operating Each | | | | | | | | | | | | | | | |
|-----------------------|--|------|----------------|------|-------------|------|-------------|------|--------------|------|---------------|------|--------------|------|---------------------|------|
| | Total Employees | | Adding Machine | | Mimeo-graph | | Calcu-lator | | Comp-tometer | | Cash Register | | Check Writer | | Address-ing Machine | |
| | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent | No. | cent |
| General Office Clerks | 13 | 100 | 10 | 76.9 | 4 | 30.8 | 1 | 7.7 | 2 | 15.4 | 2 | 15.4 | 2 | 15.4 | 2 | 15.4 |
| Order Clerks | 3 | 100 | 3 | 100 | | | | | | | | | | | | |
| Stock Clerks | 13 | 100 | 4 | 30.8 | | | | | | | 7 | 53.9 | | | | |
| Total | 29 | 100 | 17 | 58.6 | 4 | 13.8 | 1 | 3.4 | 2 | 6.9 | 9 | 31 | 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
SALESPeOPLE

Number and sex of salespeople. 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 LKV shows that only men are employed as wholesale salesmen.

The 89 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 58 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.

Rate of turnover. 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
SALESPeOPLE

| Positions | Men | | Women | | Total | |
|---------------------------------|--------|----------|--------|----------|--------|----------|
| | 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>Positions</u> | <u>Total Positions</u> | | <u>Men Preferred</u> | | <u>Women Preferred</u> | | <u>No Preference</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> |
| Retail Salesmen in Stores | 205 | 100 | 95 | 46.3 | 39 | 19.1 | 71 | 34.6 |
| Wholesale Salesmen | 27 | 100 | 27 | 100 | | | | |
| Total | 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 43.8 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 SALESPeOPLE
DURING 12-MONTH PERIOD

| Positions | Newly Employed | | | Separated | | | Total No. Employees | Turnover | |
|---------------------------------|----------------|-------|-------|-----------|-------|-------|------------------------|----------|------------|
| | Men | Women | Total | Men | Women | Total | | No.* | Per cent** |
| Retail Salesmen in Stores | 18 | 40 | 58 | 15 | 39 | 54 | 205 | 54 | 26.6 |
| Wholesale Salesmen | 10 | 0 | 10 | 9 | 0 | 9 | 27 | 9 | 33.9 |
| Total | 28 | 40 | 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 Salesmen in Stores | 18 | 15 | 115 | 15 | 13.2 |
| Wholesale Salesmen | 10 | 9 | 27 | 9 | 33.9 |
| Total | 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 SALESWOMEN
 DURING 12-MONTH PERIOD

| Positions | Newly Employed | Separated | Total No. Employees | Turnover | |
|-----------------------------------|----------------|-----------|------------------------|----------|------------|
| | | | | Number* | Per cent** |
| Retail Saleswomen in Stores | 40 | 39 | 90 | 39 | 43.6 |

* 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 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

| Positions | Minimum Age | | | | | | | | No Age Requirement | Total | | Average Age | |
|---------------------------------|-------------|-------------|-----|-------------|-----|-------------|-----|-------------|-----------------------|-------|-------------|----------------|------|
| | 16 | | 18 | | 20 | | 21 | | | No. | Per cent | | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | | | | | |
| Retail Salesmen in Stores | 9 | 7.8 | 55 | 47.4 | 4 | 3.4 | 21 | 18.1 | 27 | 23.3 | 116 | 100 | 17.5 |
| Wholesale Salesmen | | | 18 | 66.7 | | | 4 | 14.8 | 5 | 18.5 | 27 | 100 | 18.6 |
| Total | 9 | 6.3 | 73 | 51 | 4 | 2.8 | 25 | 17.5 | 32 | 22.4 | 143 | 100 | 18.1 |

This table should be read as follows: Nine, or 7.8 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

| <u>Positions</u> | <u>16</u> | | <u>18</u> | | <u>20</u> | | <u>21</u> | | <u>35</u> | | <u>No Age Requirement</u> | | <u>Totals</u> | | <u>Average Age</u> |
|-----------------------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|---------------------------|-----------------|---------------|-----------------|--------------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | |
| 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 |

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 14, 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 LXXIII.

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 SALESPeOPLE

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|--------------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Retail | | | | | | |
| Salespeople in Stores | 205 | 100 | 44 | 21.5 | 161 | 78.5 |
| Wholesale Salesmen | 27 | 100 | | | 27 | 100 |
| Total | 232 | 100 | 44 | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|---------------------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Retail Salesmen in Stores | 115 | 100 | 30 | 26.1 | 85 | 73.9 |
| Wholesale Salesmen | 27 | 100 | | | 27 | 100 |
| Total | 142 | 100 | 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.

TABLE LXXIV
 EXPERIENCE REQUIREMENTS
 FOR NEW SALESWOMEN

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|-----------------------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Retail Saleswomen in Stores | 90 | 100 | 8 | 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.

TABLE LXXV

MINIMUM EDUCATION REQUIREMENTS
SPECIFIED BY EMPLOYERS
FOR NEW SALESPeOPLE

| Positions | Total Positions | | 8th Grade | | High School Graduation | | 2 Years College | | College Graduation | | None | |
|------------------------------|-----------------|----------|-----------|----------|------------------------|----------|-----------------|----------|--------------------|----------|------|----------|
| | 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 | 2.4 | 101 | 49.3 | 1 | .5 | 4 | 1.9 | 94 | 45.9 |
| Wholesale Salesmen | 27 | 100 | | | 22 | 81.5 | | | | | 5 | 18.5 |
| Total | 232 | 100 | 5 | 2.2 | 123 | 53 | 1 | .4 | 4 | 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 LXXVI

MINIMUM EDUCATION REQUIREMENTS
SPECIFIED BY EMPLOYERS
FOR NEW SALESMEN

| Positions | Total Positions | | 8th Grade | | High School Graduation | | 2 Years College | | None | |
|---------------------------|-----------------|----------|-----------|----------|------------------------|----------|-----------------|----------|--------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent | Number | Per cent | Number | Per cent |
| Retail Salesmen in Stores | 115 | 100 | 4 | 3.5 | 56 | 48.7 | 1 | .9 | 54 | 46.9 |
| Wholesale Salesmen | 27 | 100 | | | 22 | 81.5 | | | 5 | 18.5 |
| Total | 142 | 100 | 4 | 2.8 | 78 | 54.9 | 1 | .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 48.7 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>8th Grade</u> | | <u>High School Graduation</u> | | <u>College Graduation</u> | | <u>None</u> | |
|-----------------------------------|------------------------|-----------------|------------------|-----------------|-------------------------------|-----------------|---------------------------|-----------------|-------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Retail Saleswomen in Stores | 90 | 100 | 1 | 1.1 | 45 | 50 | 4 | 4.4 | 40 | 44.5 |

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.

Selected duties performed. 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.

Machines operated. 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

| Positions | Total Employees | | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | |
|---------------------------|-----------------|----------|---|----------|------|----------|---|----------|------|----------|
| | No. | Per cent | Type | | File | | Apply Knowledge of Bookkeeping Principles and Practices | | Sell | |
| | | | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Retail Salesmen in Stores | 205 | 100 | 18 | 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 SALESPeOPLE
OPERATING MACHINES

| Positions | Selected Office Machines and Number and Percentage of Employees Operating Each | | | | | | | | | |
|---------------------------------|--|----------|----------------|----------|------------|----------|---------------|----------|--------------|----------|
| | Total Employees | | Adding Machine | | Mimeograph | | Cash Register | | Check Writer | |
| | Number | Per cent | Number | Per cent | Number | Per cent | Number | Per cent | Number | Per cent |
| Retail Salesmen in Stores | 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 EMPLOYEES

Number and sex of miscellaneous employees. 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.

Rate of turnover. 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

TABLE LXXX
MISCELLANEOUS EMPLOYEES

| <u>Positions</u> | <u>Men</u> | | <u>Women</u> | | <u>Total</u> | |
|-------------------------------------|---------------|-----------------|---------------|-----------------|---------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Bookkeeping Machine Operators | 4 | 50 | 4 | 50 | 8 | 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 | 32 | 66.7 | 48 | 100 |

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 WOMEN EMPLOYERS
 IN
 MISCELLANEOUS EMPLOYERS

| <u>Positions</u> | <u>Total</u> | | <u>Men</u> | | <u>Women</u> | | <u>No</u> | |
|----------------------------------|------------------|-------------|------------------|-------------|------------------|-------------|-------------------|-------------|
| | <u>Positions</u> | <u>Per</u> | <u>Preferred</u> | <u>Per</u> | <u>Preferred</u> | <u>Per</u> | <u>Preference</u> | <u>Per</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> |
| Bookkeeping Machine Operators | 3 | 100 | 4 | 50 | 3 | 37.5 | 1 | 12.5 |
| Cashiers | 32 | 100 | 16 | 50 | 15 | 46.9 | 1 | 3.1 |
| Office Girls | 6 | 100 | | | 6 | 100 | | |
| PBX Operators | 2 | 100 | | | 2 | 100 | | |
| Total | 43 | 100 | 20 | 41.7 | 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 EMPLOYEES
 DURING 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | | | <u>Separated</u> | | | <u>Total No. Employees</u> | <u>Turnover</u> | |
|-------------------------------------|-----------------------|--------------|--------------|------------------|--------------|--------------|--------------------------------|-----------------|-------------------|
| | <u>Men</u> | <u>Women</u> | <u>Total</u> | <u>Men</u> | <u>Women</u> | <u>Total</u> | | <u>No.*</u> | <u>Per cent**</u> |
| Bookkeeping Machine Operators | 0 | 1 | 1 | 0 | 1 | 1 | 8 | 1 | 12.5 |
| Cashiers | 0 | 7 | 7 | 0 | 7 | 7 | 32 | 7 | 21.9 |
| Office Girls | 0 | 5 | 5 | 0 | 5 | 5 | 6 | 5 | 33.3 |
| PBX Operators | 0 | 2 | 2 | 0 | 2 | 2 | 2 | 2 | 100 |
| Total | 0 | 15 | 15 | 0 | 15 | 15 | 48 | 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
 RATE OF TURNOVER OF MEN MISCELLANEOUS EMPLOYEES
 DURING 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | <u>Separated</u> | <u>Total No. Employees</u> | <u>Turnover</u> | |
|-------------------------------------|-----------------------|------------------|--------------------------------|-----------------|-------------------|
| | | | | <u>Number*</u> | <u>Per cent**</u> |
| Bookkeeping Machine Operators | 0 | 0 | 4 | 0 | 0 |
| Cashiers | 0 | 0 | 12 | 0 | 0 |
| Total | 0 | 0 | 16 | 0 | 0 |

* 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 P. 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.

Minimum employment age. 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.

Minimum education requirements. High school graduation is the lowest 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

TABLE LXXXIV
RATE OF TURNOVER IN WOMEN MISCELLANEOUS EMPLOYEES
DURING 12-MONTH PERIOD

| <u>Positions</u> | <u>Newly Employed</u> | <u>Separated</u> | <u>Total No. Employees</u> | <u>Turnover</u> | |
|-------------------------------------|-----------------------|------------------|--------------------------------|-----------------|-------------------|
| | | | | <u>Number*</u> | <u>Per cent**</u> |
| Bookkeeping Machine Operators | 1 | 1 | 4 | 1 | 25 |
| Cashiers | 7 | 7 | 20 | 7 | 35 |
| Office Girls | 5 | 5 | 6 | 5 | 83.3 |
| PBX Operators | 2 | 2 | 2 | 2 | 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

| Positions | Minimum Age | | | | Total | | Average Age |
|-------------------------------------|-------------|----------|-----|----------|-------|----------|-------------|
| | 18 | | 21 | | No. | Per cent | |
| | No. | Per cent | No. | Per cent | | | |
| Bookkeeping Machine Operators | 4 | 100 | | | 4 | 100 | 18 |
| Cashiers | 10 | 83.3 | 2 | 16.7 | 12 | 100 | 18.5 |
| Total | 14 | 84.5 | 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 MISCELLANEOUS EMPLOYEES

| Positions | Minimum Age | | | | | | No Age Requirement | Total | | Average Age |
|-------------------------------------|-------------|----------|-----|----------|-----|----------|-----------------------|----------|----------|----------------|
| | 18 | | 20 | | 21 | | | No. | Per cent | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | | |
| Bookkeeping Machine Operators | 3 | 75 | | | | | 1 | 25 | 4 | 18 |
| 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 | 4 | 12.5 | 1 | 3.1 | 32 | 18.1 |

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 EMPLOYERS

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-------------------------------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | 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 | 83.3 |
| PBX Operators | 2 | 100 | | | 2 | 62.5 |
| Total | 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 MISCELLANEOUS EMPLOYEES

| <u>Positions</u> | <u>Total Positions</u> | | <u>Experience Required</u> | | <u>Experience Not Required</u> | |
|-------------------------------------|------------------------|-----------------|----------------------------|-----------------|--------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Bookkeeping Machine Operators | 4 | 100 | | | 4 | 100 |
| Cashiers | 12 | 100 | 6 | 50 | 6 | 50 |
| Total | 16 | 100 | 6 | 37.5 | 10 | 62.5 |

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

TABLE LXXXIX
EXPERIENCE REQUIREMENTS
FOR NEW WOMEN MISCELLANEOUS EMPLOYERS

| Positions | Total Positions | | Experience Required | | Experience Not Required | |
|-------------------------------------|-----------------|----------|---------------------|----------|-------------------------|----------|
| | Number | Per cent | Number | Per cent | Number | Per cent |
| Bookkeeping Machine Operators | 4 | 100 | 2 | 50 | 2 | 50 |
| Cashiers | 20 | 100 | 8 | 40 | 12 | 60 |
| Office Girls | 6 | 100 | 1 | 16.7 | 5 | 83.3 |
| FBX Operators | 2 | 100 | | | 2 | 100 |
| Total | 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.

Selected duties performed. 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

Machines operated. 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.

TABLE XC
 MINIMUM EDUCATION REQUIREMENTS
 SPECIFIED BY EMPLOYERS
 FOR NEW MISCELLANEOUS EMPLOYEES

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | | <u>Business College Training</u> | | <u>2 Years College</u> | |
|-------------------------------|------------------------|-----------------|-------------------------------|-----------------|----------------------------------|-----------------|------------------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Bookkeeping Machine Operators | 8 | 100 | 8 | 100 | | | | |
| Cashiers | 32 | 100 | 29 | 90.6 | | | 3 | 9.4 |
| Office Girls | 6 | 100 | 5 | 83.3 | 1 | 16.7 | | |
| PBX Operators | 2 | 100 | 2 | 100 | | | | |
| Total | 48 | 100 | 44 | 91.7 | 1 | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | |
|-------------------------------------|------------------------|-----------------|-------------------------------|-----------------|
| | <u>Number</u> | <u>Per cent</u> | <u>Number</u> | <u>Per cent</u> |
| Bookkeeping Machine Operators | 4 | 100 | 4 | 100 |
| Cashiers | 12 | 100 | 12 | 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

| <u>Positions</u> | <u>Total Positions</u> | | <u>High School Graduation</u> | | <u>Business College Training</u> | | <u>2 Years College</u> | |
|-------------------------------|------------------------|-----------------|-------------------------------|-----------------|----------------------------------|-----------------|------------------------|-----------------|
| | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> | <u>No.</u> | <u>Per cent</u> |
| Bookkeeping Machine Operators | 4 | 100 | 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 book-keeping machine operators' positions held by women require a high school education for new employees.

TABLE XCIII

NUMBER AND PERCENTAGE OF MISCELLANEOUS EMPLOYEES
PERFORMING SELECTED DUTIES

| Positions | Selected Duties and Number and Percentage of Employees Performing Each Duty | | | | | | | | | | | |
|-------------------------------------|--|-------------|------|-------------|------|-------------|--|-------------|--|-------------|------|-------------|
| | Total Employees | | Type | | File | | Take Dictation and Transcribe | | Apply Knowledge of Bookkeeping Principles and Practices | | Sell | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Bookkeeping Machine Operators | 8 | 100 | 8 | 100 | 4 | 50 | 2 | 25 | 8 | 100 | 1 | 12.5 |
| Cashiers | 32 | 100 | 29 | 90.6 | 22 | 68 | 4 | 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 | | |
| Total | 48 | 100 | 44 | 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.

TABLE XCIV
NUMBER AND PERCENTAGE OF MISCELLANEOUS EMPLOYEES
OPERATING MACHINES

| Positions | Total Employees | | Selected Office Machines and Number and Percentage of Employees Operating Each | | | | | | | |
|-------------------------------|-----------------|----------|--|----------|-----------------|----------|---------------|----------|--------------|----------|
| | | | Adding Machine | | Calcu- lator | | Cash Register | | Check Writer | |
| | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent | No. | Per cent |
| Bookkeeping Machine Operators | 8 | 100 | 8 | 100 | 3 | 37.5 | 1 | 12.5 | 1 | 12.5 |
| Cashiers | 32 | 100 | 30 | 93.8 | 5 | 15.6 | 7 | 21.9 | 8 | 25 |
| Office Girls | 6 | 100 | 1 | 16.7 | 1 | 16.7 | | | | |
| FBX Operators | 2 | 100 | 1 | 50 | | | | | | |
| Total | 48 | 100 | 40 | 81.3 | 9 | 18.8 | 8 | 16.7 | 9 | 18.8 |

This table should be read as follows: Eight, 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.

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 38.6 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 285, 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

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 8.9 per cent, of the record-keeping positions.
3. During the last 12 months there was a 28.4 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.
8. Experience is required of the new record-keeping employees for 25, 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 53, 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 12-month 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 44.8 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 12-month 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.

8. 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.

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 in 73, 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 18, or 7.8 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 78, 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 48 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.

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.

18. 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.

Conclusions. 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 Northern 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.

BIBLIOGRAPHY

Books

- Good, Carter V., Barr, A. S., and Scates, Douglas E. The Methodology of Educational Research. New York: D. Appleton-Century Company, Inc., 1936.
- Haynes, Benjamin R. and Graham, Jessie. Research in Business Education. Los Angeles: University of Southern California, 1932.
- Haynes, Benjamin R. and Humphrey, Clyde W. Research Applied to Business Education. Chicago: Gregg Publishing Company, 1939.
- Tonne, Herbert A. Business Education--Basic Principles and Trends. Chicago: Gregg Publishing Company, 1939.

Unpublished Materials

- Cape, Billie Taylor. "An Occupational Opportunity Survey of Bristow, Oklahoma." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1948.
- Culver, Gordon Franklin. "A Survey of Selected Oil Companies in Oklahoma to Determine Minimum Employment Standards Required of Beginning Secretaries and Stenographers." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1948.
- Hebel, Orlena Jordan. "A Business Occupation Survey of Taos, New Mexico." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1942.
- McGill, Esby Clifton. "A Business Occupational Survey of Stillwater, Oklahoma." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1941.
- Silverthorn, James Edwin. "Business Occupational Opportunity Survey of Ponca City." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1941.
- Steinle, Sam. "Business Occupational Opportunity Survey of Seminole." Unpublished thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1948.

APPENDIX

Date of interview _____

Title of person interviewed: _____

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.

| Position | Number you now have employed (30 or more hrs. per week equals full time.) | | | | Minimum age employees will be hired | | Does your firm prefer "M" or "F" employees? | | Is experience required of new employees? | | |
|----------------------------------|---|---|-----------|---|-------------------------------------|---|---|---|--|-----|----|
| | Full Time | | Part Time | | M | F | M | F | No Pref. | Yes | No |
| | M | F | M | F | | | | | | | |
| Accountants | | | | | | | | | | | |
| Bookkeepers | | | | | | | | | | | |
| Cashiers | | | | | | | | | | | |
| Ledger Clerks | | | | | | | | | | | |
| Bookkeeping Mach. Operators | | | | | | | | | | | |
| Secretaries | | | | | | | | | | | |
| Stenographers (Shorthand) | | | | | | | | | | | |
| Dictaphone or Ediphone Operators | | | | | | | | | | | |
| Typists | | | | | | | | | | | |
| Receptionists | | | | | | | | | | | |
| Bill Clerks | | | | | | | | | | | |
| File Clerks | | | | | | | | | | | |
| Order Clerks | | | | | | | | | | | |

S

S

G

A

I

(

Q

W

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.)

MEMORANDUM FOR THE DIRECTOR

DATE: 10/10/54

10/10/54

10/10/54

Typist: Harold A. Coonrad