

A SURVEY OF SELECTED BUSINESS OCCUPATIONS
IN CRESTON, IOWA

By

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Bachelor of Science

Northwest Missouri State Teachers College

Maryville, Missouri

1942

Submitted to the Faculty of the Graduate School of
the Oklahoma Agricultural and Mechanical College
in Partial Fulfillment of the Requirements

for the Degree of

MASTER OF SCIENCE

1951

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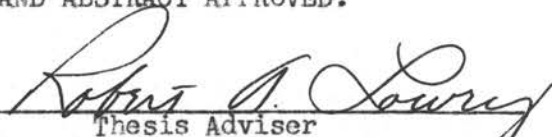
IN CRESTON, IOWA

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THESIS AND ABSTRACT APPROVED:



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ACKNOWLEDGEMENTS

The investigator wishes to express his sincere thanks to Mr. Robert A. Lowry, Associate Professor of Business Education, Oklahoma Agricultural and Mechanical College, for his invaluable guidance and assistance in the preparation of this study, and to the business firms of Creston who gave of their time and information.

DEDICATION

This study is dedicated to my wife, Mrs. Emma I. De Vore, whose encouragement and confidence helped to make this study possible.

E. K. D.

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A SURVEY OF SELECTED BUSINESS OCCUPATIONS IN CRESTON, IOWA

CHAPTER I

INTRODUCTION

This study seeks to determine what business occupational opportunities exist for high school graduates in Creston, Iowa, and to determine what curriculum changes or modifications should be made in the business education department in order to better meet the requirements of both the high school graduate and the business firms of Creston, Iowa.

Creston is located 75 miles southwest of Des Moines in Union County in the midst of a vast agricultural area. The population of Creston is approximately 10,000. It is a railroad center for the Burlington Railroad. The main business activity is that of shipping and processing agricultural products.

Purpose of the study. The general purpose of this study is to determine what business occupational opportunities exist for high school graduates and what curriculum changes or modifications in the business education department need be made in order to better meet the need of the high school graduate and the business firms of Creston.

Specifically, this study seeks answers to the following questions:

1. What is the approximate number of (1) part-time and (2) full-time employees in office and store occupations in Creston?
2. What are the educational requirements for office and store positions in Creston?
3. Is experience required for initial employment in these positions?
4. Do the employers prefer male or female employees?
5. Is there a minimum age requirement for these positions?

6. What is the turnover in these positions?
7. What business machines are used by employees in these positions?
8. What percentage of present employees are graduates of Creston High School?
9. What modifications should be made in the curriculum of the business education department of Creston High School in the light of the findings of this study?

Need for the study. No occupational survey has even been made in Creston. It is believed that the needs of business are of importance in planning a revised curriculum and that there is justification for a study to determine the nature and extent of these needs.

McKee Fisk states:

Teachers of business subjects should become acquainted with the business community they serve, and should not rely solely upon an advisory committee of business men to furnish them with necessary instructional materials and practices.

The business community of the school contains a wealth of teaching materials available to the personnel of the business education department of the high school. Some of the material can be obtained by a survey of the business community. Such a survey should seek (1) to find, within certain classifications, what business occupations are represented in the town, as a basis for cooperation and planning between school and business, (2) to obtain reliable information as to the capacity of business for absorbing personnel in specified occupations,....¹

R. G. Walters, director of public relations at Grove City College, states that:

. . . in justice to local business firms that help maintain local school by paying taxes, and who perhaps cooperate with the schools by offering part-time employment facilities for students, local business needs should be given first consideration in planning a curriculum.²

¹ McKee Fisk, National Business Education Outlook, Ninth Year-book, National Business Teachers Association, 1943, p. 61.

² R. G. Walters, The Community Survey Monograph, Number 58, Southwestern Publishing Company, Cincinnati, p. 6.

B. Frank Kyker states:

If graduates of vocational business programs are to secure employment, the kinds of vocational business training offered in any school should be determined by the kinds of business occupations in the school service areas that are open to graduates of the age and educational levels of those being trained. . .³

In the planning of a practical business education curriculum it is necessary to determine what types of positions are available to high school graduates. Up-to-date employment data are needed to help the high school student determine what possible jobs will be available to him upon graduation.

Scope and Delimitation. This study includes all the retail stores, wholesale firms, and offices that employ one or more individuals outside of the immediate family and that are located within the corporate limits of Creston, Iowa. Taverns, restaurants, and filling stations were purposely left out of this study.

No attempt was made to determine the salaries of the employees. The writer felt that the information obtained would be of little value and that this question might antagonize the employer and make him reluctant to co-operate in this study.

Source of Data. The primary source of data used in this study was interview schedules completed during personal interviews with the business men of Creston, Iowa.

Definition of Terms. The terms used in this study are to be understood as follows:

³ B. Frank Kyker, "Factors that Contribute to the Achievement of Standards in Vocational Business Training", The National Business Educational Quarterly, XII (March, 1946), p. 6.

A stenographer is one who takes dictation from business executives and transcribes it and who does other routine office duties.

A secretary is one who may take dictation from some executive and who performs other duties which are semi-executive or administrative in nature.

A bookkeeper is one who records entries in books of entry but does not make final reports.

An accountant is one skilled in keeping, examining, and adjusting financial records and in making reports from these records.

Employee's position is one in which he performs the majority of his duties and to which he devotes most of his working time.

A full-time employee is one who is employed thirty or more hours per week for pay.

A part-time employee is one who is employed less than thirty hours per week for pay.

A new employee is a person who was hired during the last twelve months in a position selected for the survey.

An employer is an individual or business organization which employs personnel in the specified store and office positions selected for this study.

Turnover is "the number of persons hired within a given period to replace those leaving or dropped; also, the ratio of this number to that of the average force maintained."⁴

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

The percentage of labor turnover is calculated by dividing the actual number of replacements during the last twelve months, represented by the number of separations or accessions, whichever is smaller, by the average employment figure for the year.⁵

An accession is "the hiring of a new employee or the rehiring of an old employee."⁶

A separation is "a termination of employment of any of the three following kinds: Quits, layoffs, and discharges."⁷

Procedure. A study was made of other interview schedules used in similar surveys conducted in communities in Oklahoma. A tentative interview schedule was prepared and presented for criticism in the 1949 summer business education seminar in Oklahoma Agricultural and Mechanical College. After several revisions, the questionnaire was approved and permission was granted by the Chairman of the Thesis Committee to begin the survey. A copy of the interview schedule used in the survey is included in the Appendix.

A map was drawn of the business district of Creston, Iowa. This map was then checked against the classified section of the Creston Telephone Directory to determine that no business firms were omitted from the study.

Just before the survey was to begin, the investigator made a talk before the Rotary Club and also was interviewed by the local radio station. During these talks the purposes and objectives of the survey were discussed. The local newspaper and the school newspaper also carried stories publicizing the survey.

⁵ Dale Yoder, Personnel and Labor Relations, pp. 214-17.

⁶ Ibid., p. 215.

⁷ Ibid.

The interviewing was started on February 2, 1950. The data were collected by the investigator through personal interviews during the period from February 2 to May 15, 1950.

Present Curriculum. The curriculum of Creston High School is being revised at the present time and it is hoped that this study will aid in the revising of the curriculum of the Business Education Department

At the present time the business education program includes:

- Bookkeeping (1 year)
- Typing (1 year)
- Shorthand I (1 year)
- Shorthand II (1 year)
- Office Practice (1 year)
- Business Law (1 semester)
- Salesmanship (1 semester)
- Part-Time Cooperative Distributive
Education (1 year)
- Part-Time Cooperative Office
Training (1 year)

CHAPTER II

GENERAL RESULTS OF THE STUDY

Firms Surveyed. A total of 225 firms were surveyed. Eighty-five of these firms had no employees outside of the immediate family and were not included in this survey. One hundred forty firms hired employees outside of the immediate family and these employees were included in this survey.

Size of Firms. Most of the business firms of Creston are small. Table I shows that 74.6 per cent of the 140 business firms included in the study had not more than 5 employees. Firms with not more than 5 employees employed 240, or 37.2 per cent of the total. Thirty-nine, or 28.6 per cent, of these business firms had only one employee; 28, or 20 per cent, had 2 employees; 12, or 8.6 per cent, had 3 employees; 16, or 11 per cent, had 4 employees; and 9, or 6.4 per cent, had 5 employees. Firms with more than 5 employees employed a total of 402 employees, or 62.8 per cent of the total. The largest firm in Creston had 25 employees.

In Table II, a detailed classification of the 140 firms according to number of full-time and part-time employees is presented.

Classification of Employees as to Firms. The data collected were tabulated to determine the number of employees employed by various types of firms. The firms were placed into 48 classifications. Grocery stores employed the largest number of full-time employees, a total of 70. Department stores, with 50, and clothing stores, with 46, were second and third in number of full-time employees.

Grocery stores and clothing stores each employed 19 part-time employees, which was the largest number employed by one type of business. Variety stores were next in number of part-time employees hired, with a total of

TABLE I

FIRMS CLASSIFIED ACCORDING TO NUMBER OF FULL-TIME EMPLOYEES

Firms with Number of Employees Specified	Number of Firms Represented	Percentage of Total Firms	Total Employees	Percentage of Total Employees
Firms with one employee	39	28.6	39	6.0
Firms with two employees	28	20.0	56	8.7
Firms with three employees	12	8.6	36	5.6
Firms with four employees	16	11.0	64	9.9
Firms with five employees	9	6.4	45	7.0
Firms with six employees	6	4.3	36	5.6
Firms with seven employees	4	2.8	28	4.4
Firms with eight employees	7	5.0	56	8.7
Firms with nine employees	2	1.4	18	2.9
Firms with ten employees	1	.7	10	1.6
Firms with eleven employees	3	2.1	33	5.2
Firms with twelve employees	2	1.4	24	3.7
Firms with thirteen employees	3	2.1	39	6.2
Firms with fourteen employees	1	.7	14	2.3
Firms with fifteen employees	1	.7	15	2.3
Firms with seventeen employees	1	.7	17	2.6
Firms with twenty employees	1	.7	20	3.1
Firms with twenty-one employees	1	.7	21	3.3
Firms with twenty-two employees	1	.7	22	3.4
Firms with twenty-four employees	1	.7	24	3.7
Firms with twenty-five employees	1	.7	25	3.9
Total	140	100.0	642	100.0

This table should be read as follows: Thirty-nine, or 28.6 per cent, of the firms have only one employee each. These firms employ 39, or 6.0 per cent, of the total number of employees.

17 part-time employees. This information is summarized in detail in Table II.

Number of Employees by Positions. The 140 firms of Creston employ a total of 642 full-time and part-time employees. Table III lists these employees by position. It will be noted from the table that of the 642 employees, 320 were in retail selling and 32 were in wholesale selling. Fifty-four and nine-tenths per cent of the total were in sales positions. Sixty-nine, or 10.6 per cent, were in record-keeping positions, 67, or 10.4 per cent, in administrative positions, 66, or 10.4 per cent, in secretarial positions, 47, or 7.3 per cent, in clerical and 41, or 6.4 per cent, in miscellaneous office and store occupations.

Education Requirements for New Men Employees. Table IV shows that high school graduation is the minimum education requirement for new men employees in 260, or 78.2 per cent, of the positions now held by men.

Education Requirements for New Women Employees. Table V shows that high school graduation is the minimum education requirement for new women employees in 237, or 77 per cent, of the positions now held by women.

Experience Requirements for New Employees. Table VI presents data pertaining to experience requirements for new employees. Of 642 positions, 426, or 66.3 per cent, did not require experience of new employees; while 216, or 33.7 per cent, required experience of new employees. Those positions which required experience for new employees were as follows: Sales Positions: 89, or 27.7 per cent; Record Keepers: 33, or 47.8 per cent; Secretarial Positions: 18, or 27.9 per cent; Administrative Positions: 57, or 82 per cent; Clerical Positions: 8, or 17 per cent, and Miscellaneous Positions: 11, or 26.8 per cent.

Sex Preference. The data in Table VII show that employers preferred men in 250 of the positions. Women were preferred in 179 of the positions and no preference was indicated for 213 of the positions.

TABLE II

NUMBER OF EMPLOYEES EMPLOYED IN SELECTED STORE AND OFFICE
POSITIONS BY VARIOUS TYPES OF FIRMS IN CRESTON, IOWA

Type of Firm	Number of Firms	Number of Employees				
		Full Time		Part-Time		Total
		Men	Women	Men	Women	
Abstract	1		1	1		2
Accounting Office	1	1	1			2
Agriculture Office	2		6			6
Appliance	2	2	1	2	4	9
Attorney	6	1	6		2	9
Auto Sales & Service	10	31	5	2	1	39
Auto Supplies	5	15	3	1		19
Bakery	1		3			3
Banks	3	9	11		1	21
Beverage Distillers	1	10	2			12
Business Services	1		2			2
City Offices	2		4			4
Cleaners	2	2				2
Clothing Stores	6	7	20	1	18	46
Coal	2	3		2	1	6
County Office	7	1	9		1	11
Cornice Works	1	1	1			2
Dairy	2	7	1		1	9
Department Store	3	12	28	1	9	50
Doctor, Dentist & Hospital	6	2	5			7
Drugs	5	12	14	3	3	32
Electrical Service	1	3				3
Farm Implement	5	12			1	13
Farm Loan	2	1	3	1		5
Feed Stores	3	12	2		1	15
Florist	1	1	2	2		5
Furniture	3	13	3	2		18
Grocery	14	39	12	16	3	70
Hardware	3	23	14			37
Insurance	5	2	6		3	11
Jewelry	1		1			1
Laundry	1		1			1
Lumber Company	3	8		2		10
Manufacture of Metal Parts	1	3	4			7
Newspaper	1	4	3	1		8
Paint and Home Decorating	3	1	2	1	2	6
Printing Company	2		2			2
Processing of Poultry & Eggs	2	8	7			15
Real Estate	2		1		1	2

TABLE II (CONTINUED)

NUMBER OF EMPLOYEES EMPLOYED IN SELECTED STORE AND OFFICE
POSITIONS BY VARIOUS TYPES OF FIRMS IN CRESTON, IOWA

Type of Firm	Number of Firms	Number of Employees				Total
		Full Time		Part Time		
		Men	Women	Men	Women	
Sewing Shop	1		1			1
Shoe Stores	3	4	1	3	1	9
State Offices	2	2	2			4
Telephone Office	1	1	3			4
Theatre	1	1	1		2	4
Transportation	2	5	1			6
Utilities Office	2	6	7		1	14
Variety Stores	2	2	23		17	42
Wholesale Grocery	4	25	9	1	1	36
Total	140	292	234	42	74	642

This table should be read as follows: There was 1 abstract firm which hired 1 full-time female and 1 part-time male. A total of 2 employees.

TABLE III
NUMBER AND SEX OF EMPLOYEES

Positions	<u>Full Time</u>			<u>Part Time</u>			<u>Combined</u>		<u>Total</u>	Per Cent
	Men	Women	Total	Men	Women	Total	Men	Women	Number	
<u>Sales Positions</u>										
Retail	130	104	234	33	53	86	163	157	320	49.9
Wholesale	30	1	31	1		1	31	1	32	5.0
<u>Record Keepers</u>										
Accountants	7	4	11		1	1	7	5	12	1.9
Bookkeepers	13	39	52		5	5	13	44	57	8.7
<u>Secretarial Positions</u>										
Stenographer	1	33	34		6	6	1	39	40	6.3
Secretary	1	20	21		3	3	1	23	24	3.8
Typist		1	1		1	1		2	2	.3
<u>Administrative Positions</u>										
Manager	36	1	37				36	1	37	5.8
Department Manager	28		28				28		28	4.3
Circulation Manager	1		1				1		1	.15
Asst. Circulation Manager	1		1				1		1	.15

TABLE III (CONTINUED)
NUMBER AND SEX OF EMPLOYEES

Positions	<u>Full Time</u>			<u>Part Time</u>			<u>Combined</u>		<u>Total</u>	Per Cent
	Men	Women	Total	Men	Women	Total	Men	Women	Number	
<u>Clerical Positions</u>										
General Office	8	15	23	1	3	4	9	18	27	4.2
Shipping Clerk	6	1	7	2		2	8	1	9	1.4
Parts Clerk	2		2				2		2	.3
Mailing Clerk				1		1	1		1	.15
Posting Machine Operator		2	2					2	2	.3
Proof Clerk		1	1					1	1	.15
Vault & Transit Clerk	1		1				1		1	.15
Stock Clerk	2		2				2		2	.3
IBM Varitype Operator		2	2					2	2	.3
<u>Miscellaneous Positions</u>										
Cashier	3	6	9		2	2	3	8	11	1.8
Teller	4	3	7				4	3	7	1.0
Warehousemen	8		8				8		8	1.3
Interviewer	1		1				1		1	.15
Display	1		1				1		1	.15
Delivery	8		8	4		4	12		12	1.9
Abstractor		1	1					1	1	.15
Total	292	234	526	42	74	116	334	308	642	100.0

This table should be read as follows: In retail sales positions, 130 men and 104 women were employed full-time, 33 men and 53 women were employed part-time. A total of 163 men and 157 women were employed in retail sales positions.

TABLE IV

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES

IN VARIOUS POSITIONS NOW HELD BY MEN

Positions	Total Positions		No Minimum		8th Grade		10th Grade		High School Graduation		2 Years College		4 Years College	
	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
<u>Sales Positions</u>														
Retail	163	100	37	22.7	12	7.4	1	.5	113	69.4				
Wholesale	31	100	5	16.1					24	77.4			2	6.5
<u>Record Keepers</u>														
Accountants	7	100							7	100.0				
Bookkeepers	13	100							11	84.6	2	15.4		
<u>Secretarial Positions</u>														
Stenographer	1	100									1	100.0		
Secretary	1	100							1	100.0				
<u>Administrative Positions</u>														
Manager	36	100	3	8.4					33	91.6				
Department Manager	28	100	5	17.8					23	82.2				
Circulation Manager	1	100							1	100.0				
Asst. Cir. Manager	1	100							1	100.0				
<u>Clerical Positions</u>														
General Office	9	100							9	100.0				
Shipping Clerk	8	100	1	12.5					7	87.5				
Parts Clerk	2	100							2	100.0				
Mailing Clerk	1	100							1	100.0				
Vault and Transit	1	100							1	100.0				
Stock Clerk	2	100	2	100.0										

TABLE IV (CONTINUED)

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES

IN VARIOUS POSITIONS NOW HELD BY MEN

Positions	Total Positions		No Minimum		8th Grade		10th Grade		High School Graduation		2 Years College		4 Years College	
	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
<u>Miscellaneous Positions</u>														
Cashier	3	100							3	100.0				
Teller	4	100							4	100.0				
Warehousemen	8	100							8	100.0				
Interviewer	1	100							1	100.0				
Display	1	100							1	100.0				
Delivery	12	100	3	25.0					9	75.0				
Total	334		56		12		1		260		3		2	
Percentage of Total		100		16.4		3.6		.3		78.2		.9		.6

This table should be read as follows: Of 163 retail sales positions, there was no minimum education requirement for 37, or 22.7 per cent; 8th grade was minimum age requirement for 12, or 7.4 per cent; 10th grade for 1, or .5 per cent; high school graduation was the minimum age requirement for 113, or 69.4 per cent.

TABLE V
 MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
 IN VARIOUS POSITIONS NOW HELD BY WOMEN

Positions	Total Positions		No Minimum		10th Grade		High School Graduation		2 Years College	
	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
<u>Sales Positions</u>										
Retail	157	100	58	36.9	1	.6	98	62.5		
Wholesale	1	100	1	100.0						
<u>Record Keepers</u>										
Accountants	5	100					5	100.0		
Bookkeepers	44	100	5	11.3			38	86.4	1	2.3
<u>Secretarial Positions</u>										
Stenographer	39	100	3	7.7			36	92.3		
Secretary	23	100					23	100.0		
Typist	2	100					2	100.0		
<u>Administrative Positions</u>										
Manager	1	100					1	100.0		
<u>Clerical Positions</u>										
General Office	18	100	2	11.1			16	88.9		
Shipping Clerk	1	100					1	100.0		
Posting Machine Operator	2	100					2	100.0		
Proof Clerk	1	100					1	100.0		
IBM Varitype Operator	2	100					2	100.0		

TABLE V (CONTINUED)

MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
IN VARIOUS POSITIONS NOW HELD BY WOMEN

Positions	Total Positions		No Minimum		10th Grade		High School Graduation		2 Years College	
	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent	No.	Per cent
<u>Miscellaneous Positions</u>										
Cashier	8	100					8	100.0		
Teller	3	100					3	100.0		
Abstractor	1	100					1	100.0		
Total	308		69		1		237		1	
Percentage of Total		100		22.4		.3		77.0		.3

This table should be read as follows: Of 157 retail sales positions, there was no minimum education requirement for 58, or 36.9 per cent; 10th grade was minimum age requirement for 1, or .6 per cent; high school graduation was the minimum age requirement for 98, or 62.5 per cent.

TABLE VI
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES

Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Sales Positions</u>						
Retail	320	100	70	21.8	250	78.2
Wholesale	32	100	19	59.3	13	40.7
<u>Record Keepers</u>						
Accountants	12	100	7	58.3	5	41.7
Bookkeepers	57	100	26	45.7	31	54.3
<u>Secretarial Positions</u>						
Stenographer	40	100	10	25.0	30	75.0
Secretary	24	100	7	29.1	17	70.9
Typist	2	100	1	50.0	1	50.0
<u>Administrative Positions</u>						
Manager	37	100	30	81.1	7	18.9
Department Manager	28	100	26	92.9	2	7.1
Circulation Manager	1	100	1	100.0		
Asst. Circulation Manager	1	100			1	100.0
<u>Clerical Positions</u>						
General Office	27	100	6	22.2	21	77.8
Shipping Clerk	9	100			9	100.0
Parts Clerk	2	100	2	100.0		
Mailing Clerk	1	100			1	100.0
Posting Machine Operator	2	100			2	100.0
Proof Clerk	1	100			1	100.0
Vault and Transit Clerk	1	100			1	100.0
Stock Clerk	2	100			2	100.0
IBM Varitype Operator	2	100			2	100.0
<u>Miscellaneous Positions</u>						
Cashier	11	100	3	27.2	8	72.8
Teller	7	100	1	14.3	6	85.7
Warehousemen	8	100			8	100.0
Interviewer	1	100	1	100.0		
Display	1	100	1	100.0		
Delivery	12	100	4	33.3	8	66.7
Abstractor	1	100	1	100.0		
Total	642	100	216	33.7	426	66.3

This table should be read as follows: There were 320 retail sales positions and experience was required for 70, or 21.8 per cent of the retail sales positions and experience was not required for 250, or 79.2 per cent, of the retail sales positions.

TABLE VII
SEX PREFERENCE EXPRESSED BY EMPLOYERS
FOR 642 STORE AND OFFICE POSITIONS

Positions	Total	Men	Women	No Preference
<u>Sales Positions</u>				
Retail	320	95	80	145
Wholesale	32	32		
<u>Record Keepers</u>				
Accountants	12	10	2	
Bookkeepers	57	10	31	16
<u>Secretarial Positions</u>				
Stenographer	40		29	11
Secretary	24		17	7
Typist	2		2	
<u>Administrative Positions</u>				
Manager	37	34	1	2
Department Manager	28	28		
Circulation Manager	1	1		
Asst. Circulation Manager	1	1		
<u>Clerical Positions</u>				
General Office	27	2	12	13
Shipping Clerk	9	7	1	1
Parts Clerk	2	2		
Mailing Clerk	1	1		
Posting Machine Operator	2			2
Proof Clerk	1			1
Vault and Transit Clerk	1			1
Stock Clerk	2	2		
IBM Varitype Operator	2			2
<u>Miscellaneous</u>				
Cashier	11	2	4	5
Teller	7	1		6
Warehousemen	8	8		
Interviewer	1	1		
Display	1	1		
Delivery	12	12		
Abstractor	1			1
Total	642	250	179	213

This table should be read as follows: In 320 retail sales positions, men were preferred for 95 positions; women, for 80 positions; and no preference was mentioned for 145 positions.

Minimum Age Requirements for Men Employees. Table VIII shows the minimum age requirements for men employees. Of 334 positions, 230, or 69 per cent, had minimum age requirements of not more than 18 years. Fifty-seven, or 17 per cent had minimum age requirements of 20 and 21 years, and 47, or 14 per cent, had minimum age requirements of 22 to 30 years.

Minimum Age Requirements for New Women Employees. Table IX shows the minimum age requirements for women employees for the positions in this study. For the 308 positions in which women were employed, employers gave the minimum employment age of 18 or under for 274, or 88.9 per cent. Employers gave minimum age requirements from 19 to 25 years for 34, or 11.1 per cent, of the positions.

Gain In Employment and Estimated Job Turnover. Table X gives data concerning gain or loss for full-time and part-time employees in all positions during the past year.

In this study, job turnover was computed by the net labor turnover rate. The net labor turnover rate is defined as "the number of replacements . . . in the average working force."¹

The formula used to obtain the average labor force is: (1) Present number of employees plus separations minus accessions equals number of employees at the beginning of the 12-month period. (2) Present number of employees plus number at beginning of 12-month period, divided by 2 equals average labor force.

Gain In Employment and Estimated Job Turnover of Full-Time Employees. During the past year, 78 men were added to the business firms and 43 were dropped, a gain of 35. One hundred and two women were added and 66 dropped,

¹ Dale Yoder, Personnel and Labor Relations, p. 214

TABLE VIII

MINIMUM AGE REQUIREMENTS FOR MEN EMPLOYEES

Positions	No Minimum	Age 16	17	18	20	21	22	25	28	30	Total
<u>Sales Positions</u>											
Retail	60	43	5	25		24	5	1			163
Wholesale	9	10		5		7					31
<u>Record Keepers</u>											
Accountants				1				6			7
Bookkeepers	7	1		3		2					13
<u>Secretarial Positions</u>											
Stenographer				1							1
Secretary				1							1
<u>Administrative Positions</u>											
Manager	9			5				13		9	36
Department Manager	5					13		10			28
Circulation Manager										1	1
Asst. Circulation Manager						1					1
<u>Clerical Positions</u>											
General Office	4	1		2		2					9
Shipping Clerk				7	1						8
Parts Clerk				2							2
Mailing Clerk		1									1
Vault and Transit	1										1
Stock Clerk	1			1							2

TABLE VIII (CONTINUED)

MINIMUM AGE REQUIREMENTS FOR MEN EMPLOYEES

Positions	No Minimum	Age									Total
		16	17	18	20	21	22	25	28	30	
<u>Miscellaneous Positions</u>											
Cashier	1							2			3
Teller	4										4
Warehousemen				8							8
Interviewer						1					1
Display					1						1
Delivery	3			4		5					12
Total	104	56	5	65	3	54	5	32		10	334

This table should be read as follows: For new men employees, there was no minimum education requirement for 60; 16 years was the minimum for 43; 17 years for 5; 18 years for 25; 21 years for 24; 22 years for 5; and 25 years for 1.

TABLE IX
MINIMUM AGE REQUIREMENTS FOR WOMEN EMPLOYEES

Positions	No Minimum	Age 16	17	18	21	22	24	25	Total
<u>Sales Positions</u>									
Retail	45	70	5	22	6	6		3	157
Wholesale					1				1
<u>Record Keepers</u>									
Accountants	1				3			1	5
Bookkeepers	9	9		18	7			1	44
<u>Secretarial Positions</u>									
Stenographer	16	5		18					39
Secretary	10			10			3		23
Typist				2					2
<u>Administrative Positions</u>									
Manager				1					1
<u>Clerical Positions</u>									
General Office	6	1		10	1				18
Shipping Clerk				1					1
Posting Machine Operator				2					2
Proof Clerk	1								1
IBM Varitype Operator	2								2

TABLE IX (CONTINUED)

MINIMUM AGE REQUIREMENTS FOR WOMEN EMPLOYEES

Positions	No Minimum	Age 16	17	18	21	22	24	25	Total
<u>Miscellaneous Positions</u>									
Cashier	4	3						1	8
Teller	2							1	3
Abstractor				1					1
Total	96	88	5	85	18	6	3	7	308

This table should be read as follows: For new women employees there was no minimum age requirement for 45; 16 years for 70; 17 years for 5; 18 years for 22; 21 years for 6; 22 years for 6; and 25 years for 3.

TABLE X

GAIN OR LOSS IN EMPLOYMENT DURING THE LAST TWELVE MONTHS

Positions	<u>Number Employed</u>				<u>Number Dropped</u>				<u>Gain and Loss* in Employment</u>								
	Full Time		Part Time		Full Time		Part Time		Full Time			Part Time			Combined		
	M	W	M	W	M	W	M	W	M	W	T	M	W	T	M	W	T
<u>Sales Positions</u>																	
Retail	49	57	30	56	22	35	21	47	27	22	49	9	9	18	36	31	67
Wholesale	9				5				4		4				4		4
<u>Record Keepers</u>																	
Accountants	22		1	1	2		1						1	1		1	1
Bookkeepers	5	14		4	4	7			1	7	8		4	4	1	11	12
<u>Secretarial Positions</u>																	
Stenographer	1	14		7		11		4	1	3	4		3	3	1	6	7
Secretary		7		4		6		1		1	1		3	3		4	7
<u>Administrative Positions</u>																	
Manager	2				2												
Department Manager	2				2												
<u>Clerical Positions</u>																	
General Office	2	9	1	2	2	5	1			4	4		2	2		6	6
Shipping Clerk			1			1				-1	-1	1		1	1	-1	0
Parts Clerk	2				1				1		1				1		1
IBM Varitype Operator		1								1	1					1	1

TABLE X (CONTINUED)

GAIN OR LOSS IN EMPLOYMENT DURING THE LAST TWELVE MONTHS

Positions	Number Employed				Number Dropped				Gain and Loss* in Employment								
	Full Time		Part Time		Full Time		Part Time		Full Time			Part Time			Combined		
	M	W	M	W	M	W	M	W	M	W	T	M	W	T	M	W	T
<u>Miscellaneous Positions</u>																	
Cashier	1		1	1	1	1		1	-1	-1	1		1	1	-1	0	
Warehousemen	1				1											0	
Delivery	2		6		1		8		1		1	-2		-2	-1	-1	
Total	78	102	40	75	43	66	31	53	35	36	77	9	22	31	44	58	102

* Loss indicated by minus sign (-)

This table should be read as follows: During the last twelve months 49 full-time male salespersons were employed and 22 full-time male salespersons were dropped; therefore, there was a gain of 27 full-time male salespersons.

an increase of 36. The above information is given in Table XI.

The estimated turnover for full-time employees in store and office positions was 20.7 per cent. The turnover was figured by dividing the number gained or dropped, whichever was the smaller, by the average working force.

Gain In Employment and Estimated Job Turnover of Part-Time Employees.

During the past year, 40 part-time male employees were added and 31 part-time male employees were dropped by the business firms. This is an increase of 9. During the year, 75 part-time female employees were added and 53 part-time female employees were dropped. This is an increase of 22. There was a total of 31 part-time male and female employees added to the working force.

The turnover was 83.5 per cent. These data are given in Table XII. The turnover was figures by dividing the number gained or dropped, whichever was the smaller, by the average working force.

Business Machines Used by Store and Office Employees. Table XIII

lists the business machines used by employees in various positions. Two-hundred seventy-nine employees used adding machines, 252 used typewriters, and 212 used cash registers. These were the most frequently used business machines. Other machines used were the calculator, posting machine, mimeograph, comptometer, IBM Proof Machine, addressograph, bookkeeping machine, spirit process ditto machine, change maker, billing machine, Varitype, multilith, dictaphone, wire recorder, and Recordak.

Educational Achievements of Store and Office Employees. Table XIV

gives data showing the number of present full-time and part-time employees who are high school graduates. This table also shows the number of these high school graduates who are graduates of Creston High School. Of the 642

TABLE XI
GAIN IN EMPLOYMENT AND ESTIMATED
TURNOVER IN FULL-TIME POSITIONS

Positions	Newly Employed		Total	Separated		Total	Gain in Turn- Employ- over ment Per Cent	
	Men	Women		Men	Women			
<u>Sales Positions</u>								
Retail	49	57	106	22	35	57	49	27.2
Wholesale	9		9	5		5	4	15.6
<u>Record Keepers</u>								
Accountants	2		2	2		2	0	18.1
Bookkeepers	5	14	19	4	7	11	8	21.1
<u>Secretarial Positions</u>								
Stenographer	1	14	15		11	11	4	34.4
Secretary		7	7		6	6	1	29.3
<u>Administrative Positions</u>								
Manager	2		2	2		2	0	5.4
Department Manager	2		2	2		2	0	7.1
<u>Clerical Positions</u>								
General Office	2	9	11	2	5	7	4	30.0
Shipping Clerk					1	1	-1	0.0
Parts Clerk	2		2	1		1	1	50.0
IBM Varitype Operator		1	1				1	0.0
<u>Miscellaneous Positions</u>								
Cashier	1		1	1	1	2	-1	11.1
Warehousemen	1		1	1		1	0	12.5
Delivery	2		2	1		1	1	8.3
<hr/>								
Total	78	102	180	43	66	109	71	20.7

This table should be read as follows: Forty-nine men and 57 women were newly employed during the last year and 22 men and 35 women were separated from their jobs in retail sales positions. There was a turnover of 27.2 per cent in full-time sales positions.

TABLE XII

GAIN IN EMPLOYMENT AND ESTIMATED
TURNOVER IN PART-TIME POSITIONS

Positions	Newly Employed			Separated			Gain in Employment	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
<u>Sales Positions</u>								
Retail	30	56	86	21	47	68	18	79.0
<u>Record Keepers</u>								
Accountants	1	1	2	1		1	1	100.0
Bookkeepers		4	4				4	80.0
<u>Secretarial Positions</u>								
Stenographer		7	7		4	4	3	88.8
Secretary		4	4		1	1	3	66.6
<u>Clerical Positions</u>								
General Office	1	2	3	1		1	2	25.0
Shipping Clerk	1		1				1	0.0
<u>Miscellaneous Positions</u>								
Cashier	1	1	2		1	1	1	50.0
Delivery	6		6	8		8	-2	150.0
Total	40	75	115	31	53	84	31	83.5

This table should be read as follows: Thirty men and 56 women were employed during the last year and 21 men and 47 women were separated from their jobs in retail sales positions. There was a turnover of 79 per cent in part-time retail sales positions.

TABLE XIII
BUSINESS MACHINES USED

Positions	Adding Machine	Typewriter	Cash Register	Calculator	Posting Machine	Mimeograph	Comptometer	IBM Proof Machine	Addressograph	Bookkeeping Machine	Ditto Machine (Spirit)	Change Maker	Billing Machine	IBM Varityper	Multilith	Dictaphone	Wire Recorder	Recorder	
<u>Sales Positions</u>																			
Retail	119	68	155	5	1														
Wholesale	3	3											2						
<u>Record Keepers</u>																			
Accountants	9	6	2	4			4												
Bookkeepers	38	42	14	15	3		6	1		2	2								
<u>Secretarial Positions</u>																			
Stenographer	33	40	6	12	6	8	4		2		2								1
Secretary	18	24	6	6	2	5	1			1	1					1			
Typist	2	2		2															
<u>Administrative Positions</u>																			
Manager	18	14	13	1		1	1												
Department Manager	4	6	2	2															
Circulation Manager	1	1							1										
Asst. Circulation Manager	1	1							1										

TABLE XIII (CONTINUED)

BUSINESS MACHINES USED

Positions	Adding Machine	Typewriter	Cash Register	Calculator	Posting Machine	Mimeograph	Comptometer	IBM Proof Machine	Addressograph	Bookkeeping Machine	Ditto Machine (Spirit)	Change Maker	Billing Machine	IBM Varityper	Multilith	Dictaphone	Wire Recorder	Recorder
<u>Clerical Positions</u>																		
General Office	22	22	3	4	3	7	1	1	2	3								1
Shipping Clerk		3																
Parts Clerk	2	2	1															
Mailing Clerk									1									
Proof Clerk								1										
Vault and Transit Clerk		1								1								
IBM Varitype Operator		2												2	2			
Posting Machine Operator					1													
<u>Miscellaneous Positions</u>																		
Cashier	3	7	9															
Teller	6	7	1		6			6				3						
Interviewer		1																
Total	279	252	212	51	22	21	17	9	7	7	5	3	2	2	2	1	1	1

This table should be read as follows: One hundred nineteen persons in retail sales positions used the adding machine; 68 used the typewriter; 155 used a cash register; 5 used the calculator; and 1 used a posting machine.

TABLE XIV

NUMBER OF PRESENT EMPLOYEES WHO ARE HIGH SCHOOL GRADUATES
AND THE NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Positions	Total Positions			Number of High School Graduates			Per Cent of Graduates			Creston High School Graduates			Per cent of C.H.S. Graduates in Positions		
	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal
<u>Sales Positions</u>															
Retail	163	157	320	116	113	229	71.2	72.6	71.5	41	46	87	25.2	29.2	27.2
Wholesale	31	1	32	30	1	31	93.7	100.0	96.8	17		17	54.8		53.1
<u>Record Keepers</u>															
Accountants	7	5	12	7	4	11	100.0	80.0	91.6						
Bookkeepers	13	44	57	8	41	49	61.5	93.2	85.9	4	20	24	30.7	45.4	42.1
<u>Secretarial Positions</u>															
Stenographer	1	39	40	1	39	40	100.0	100.0	100.0	1	21	22	100.0	52.5	55.0
Secretary	1	23	24	1	23	24	100.0	100.0	100.0		15	15		62.5	65.2
Typist		2	2		2	2		100.0	100.0		2	2		100.0	100.0
<u>Administrative Positions</u>															
Manager	36	1	37	31	1	32	86.1	100.0	88.8	6		6	16.6		16.1
Department Manager	28		28	23		23	82.1		82.1	9		9	32.1		32.1
Circulation Manager	1		1	1		1	100.0		100.0						
Asst. Cir. Manager	1		1	1		1	100.0		100.0						

TABLE XIV (CONTINUED)

NUMBER OF PRESENT EMPLOYEES WHO ARE HIGH SCHOOL GRADUATES
AND THE NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Positions	Total Positions			Number of High School Graduates			Per cent of Graduates			Creston High School Graduates			Per cent of C.H.S. Graduates in Positions		
	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal
<u>Clerical Positions</u>															
General Office	9	18	27	9	17	26	100.0	94.4	96.3	6	12	18	66.7	66.7	66.7
Shipping Clerk	8	1	9	8		8	100.0		88.8	8		8	100.0		88.8
Parts Clerk	2		2	2		2	100.0		100.0	1		1	50.0		50.0
Mailing Clerk	1		1	1		1	100.0		100.0						
Posting Mach. Op.		2	2		2	2		100.0	100.0		2	2		100.0	100.0
Proof Clerk		1	1		1	1		100.0	100.0		1	1		100.0	100.0
Vault and Transit	1		1	1		1	100.0		100.0	1		1	100.0		100.0
Stock Clerk	2		2	2		2	100.0		100.0						
IBM Varitype Op.		2	2		2	2		100.0	100.0		2	2		100.0	100.0
<u>Miscellaneous Positions</u>															
Cashier	3	8	11	3	6	9	100.0	75.0	81.7	1	3	4	33.3	27.2	36.2
Teller	4	3	7	4	3	7	100.0	100.0	100.0	2	1	3	50.0	33.3	42.8
Warehousemen	8		8	8		8	100.0		100.0	5		5	62.5		62.5
Interviewer	1		1	1		1	100.0		100.0						
Delivery	12		12	6		6	50.0		50.0	4		4	33.3		33.3
Display	1		1	1		1	100.0		100.0						
Abstractor		1	1		1	1		100.0	100.0		1	1		100.0	100.0
Total	334	308	642	265	256	521	79.3	83.4	81.1	106	126	232	31.7	40.9	36.1

This table should be read as follows: Of 163 men and 157 women, 116 men and 113 women were high school graduates. Seventy-one and two-tenths per cent of the men and 72.6 per cent of the women were high school graduates. Forty-one men and 46 women were graduates of Creston High School. Twenty-five and two-tenths per cent of the men and 29.2 per cent of the women were Creston High School graduates.

employees included in this study, 265 men, or 79.3 per cent of the total men, and 256 women, or 83.4 per cent of the total women, were high school graduates. One hundred six men and 126 women, a total of 232, of the high school graduates were graduated from Creston High School.

Table XV shows other educational achievements of store and office employees of Creston. Sixteen had completed one year of college, 15 had completed two years, 2 had completed 3 years, and 12 were college graduates. Twenty-four employees had attended business college. Two employees had attended a cosmetic school and one had spent 15 weeks in night school.

TABLE XV

OTHER EDUCATIONAL ACHIEVEMENTS OF STORE AND OFFICE EMPLOYEES

Positions	College				Business College	Other
	1	2	3	4	2	
<u>Sales Positions</u>						
Retail	10	5	1	4	2	2 attended cosmetic school
Wholesale		1		2	2	
<u>Record Keepers</u>						
Accountants			1	1	4	1 attended 15 weeks night school
Bookkeepers	1	1		1	4	
<u>Secretarial Positions</u>						
Stenographer		4			3	
Secretary	2	1			6	
Typist	1					
<u>Administrative Positions</u>						
Manager	1	2		1		
Department Manager		1		1	2	
<u>Clerical Positions</u>						
General Office	1			2	1	
Total	16	15	2	12	24	

This table should be read as follows: Ten persons in retail sales positions had attended college for 1 year; 5 had attended for 2 years; 1 for 3 years; and 4 had attended college for 4 years. Two had attended business college and 2 had attended cosmetic school.

CHAPTER III
SALES POSITIONS

Number and Sex of Sales Personnel. Table XVI shows a total of 352 persons employed in sales positions in Creston. This is 54.8 per cent of the total persons employed in store and office positions. Three hundred twenty persons were employed in retail sales positions. One hundred thirty men, comprising 40.6 per cent of all persons employed in retail sales positions, and 104 women, comprising 32.5 per cent, were in full-time sales positions. Thirty-three men, comprising 10.3 per cent of all persons employed in retail sales positions, and 53 women, comprising 16.6 per cent, were in part-time sales positions.

Thirty-two persons were in wholesale sales positions. Thirty men, or 93.8 per cent, and 1 woman, or 3.1 per cent, were in full-time wholesale sales positions and 1 man, or 3.1 per cent, was in part-time wholesale sales positions.

Educational Requirements for New Men Employees. Table XVII shows the minimum education requirements for new men employees in the retail and wholesale sales positions now held by men. For men, in 163 retail positions, there was no minimum education requirement for 37, or 22.7. Completion of the eighth grade was the minimum requirement for 12, or 7.4 per cent; 10th grade was minimum requirement for 1, or .5 per cent; and high school graduation was the minimum requirement for 113, or 69.4 per cent, of these positions. For men, in 31 wholesale sales positions, there was no minimum education requirement for the positions held by 5, or 16.1 per cent; high school graduation was requirement for 24, or 77.4 per cent; and college graduation was the minimum requirement for 2, or 6.5 per cent.

TABLE XVI

NUMBER AND SEX OF EMPLOYEES IN SALES POSITIONS

Sales Positions	Total		<u>Full-Time</u>				<u>Part-Time</u>				<u>Combined</u>			
			Men		Women		Men		Women		Men		Women	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Retail	320	100	130	40.6	104	32.5	33	10.3	53	16.6	163	50.9	157	49.1
Wholesale	32	100	30	93.8	1	3.1	1	3.1			31	96.7	1	3.3
Total	352		160		105		34		53		194		158	
Percentage of Total		100		45.5		29.8		9.7		15		55.2		44.8

This table should be read as follows: Of 320 persons in sales positions, 130 men and 104 women were in full-time sales positions; 33 men and 53 women were in part-time sales positions.

TABLE XVII

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES

IN 194 SALES POSITIONS NOW HELD BY MEN

Sales Positions	Total Positions		No Minimum		8th Grade		10th Grade		High School Graduation		College Graduation	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Retail	163	100	37	22.7	12	7.4	1	.5	113	69.4		
Wholesale	31	100	5	16.1					24	77.4	2	6.5
Total	194		42		12		1		137		2	
Percentage of Total		100		21.7		6.2		.5		70.6		1.0

This table should be read as follows: For new employees in 163 retail sales positions now held by men, the minimum education requirements are: No minimum for 37, or 22.7 per cent; 8th grade for 12, or 7.4 per cent; 10th grade for 1, or .5 per cent; and high school graduation for 113, or 69.4 per cent.

Educational Requirements for New Women Employees. The minimum education requirements for women replacements in retail sales positions now held by 157 women are given in Table XVIII. There was no minimum education requirement for new women employees specified for 58, or 36.9 per cent, of the retail sales positions held by women. Tenth grade was the minimum requirement for 1, or .6 per cent, and high school graduation was the minimum requirement for 98, or 62.5 per cent.

There was no minimum education requirement specified for the wholesale sales position held by a woman.

Although employers stated there were no minimum educational requirements for 101, or 28.7 per cent, of the 352 sales positions, it should be noted that employers stated that other factors such as personality and experience would be more important to them than educational requirements. This attitude should not be interpreted to mean that high school graduation is of little or no importance to persons in sales positions. High schools can offer training that would be of value to anyone desiring to enter the retail selling field.

Experience Requirements for New Employees. Table XIX shows that experience is required for replacements in 70, or 21.8 per cent, of the retail sales positions and is not required for 250, or 78.2 per cent. In wholesale sales positions, 19, or 59.3 per cent, of replacements were required to have experience, and 13, or 40.7 per cent, were not required to have experience.

These findings indicate that initial employment for high school graduates in most retail sales positions is not limited by experience requirements, but that experience is necessary for a large percentage of the wholesale positions.

TABLE XVIII

MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES

IN 158 SALES POSITIONS NOW HELD BY WOMEN

Sales Positions	Total Positions		No Minimum		8th Grade		10th Grade		High School Graduation	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Retail	157	100	58	36.9			1	.6	98	62.5
Wholesale	1	100	1	100.0						
Total	158		59				1		98	
Percentage of Total		100		37.3				.6		62.1

This table should be read as follows: For new women employees in 157 retail sales positions now held by women, the minimum education requirements are: No minimum for 58, or 36.9 per cent; 10th grade for 1, or .6 per cent; and high school graduation for 98, or 62.5 per cent.

TABLE XIX
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES
IN 352 SALES POSITIONS

Sales Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Retail	320	100	79	21.8	250	78.2
Wholesale	32	100	19	59.3	13	40.7
Total	352	100	89	25.3	263	74.7

This table should be read as follows: Seventy, or 21.8 per cent, of the retail sales positions require experience for new employees; 250, or 78.2 per cent, of the retail sales positions do not require experience.

Sex Preference. Men were preferred in 95, or 29.6 per cent, of the retail sales positions; women were preferred in 80, or 25 per cent; and no preference was indicated for 145, or 45.4 per cent, as shown in Table XX. Men were preferred for all 32 of the wholesale sales positions. One hundred sixty-three men and 157 women were employed in retail sales positions. The present ratio seems to be consistent with the sex preferences stated by employers.

These findings indicate that men and women have almost equal opportunity to obtain employment in retail sales positions in so far as sex is concerned.

Minimum Age Requirement for New Men Employees in Sales Positions.

Table XXI gives the minimum age requirements for new men employees in the 163 sales positions now held by men. The minimum age requirements are: no minimum for 60, or 36.8 per cent; 16 years for 43, or 26.4 per cent; 17 years for 5, or 3 per cent; 18 years for 25, or 15.4 per cent; 21 years for 24, or 14.8 per cent, 22 years for 5, or 3 per cent; and 25 years for 1, or .6 per cent.

Table XXI also shows the minimum age requirements for new men employees in the 31 wholesale sales positions now held by men. For 9, or 29 per cent, employers specified no minimum age requirement. There was a minimum age requirement of 16 years for 10, or 32.3 per cent; 18 years for 5, or 16.1 per cent; and 21 years for 7, or 22.6 per cent.

The minimum age requirement for new men employees in sales positions now held by men is 18 years or less in 133, or 81.6 per cent of the 163 sales positions. These findings indicate that opportunities for male high school graduates are not, for the most part, limited because of age.

Minimum Age Requirement For New Women Employees in Sales Positions.

Table XXII shows that for new women employees for sales positions held by

TABLE XX
PREFERENCE OF EMPLOYERS FOR SALESPEOPLE BY SEX

Sales Positions	Total Positions		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Retail	320	100	95	29.6	80	25.0	145	45.4
Wholesale	32	100	32	100.0				
Total	352	100	127	36.1	80	22.7	145	41.2

This table should be read as follows: Of 320 retail sales positions, men were preferred for 95, or 29.6 per cent; women were preferred for 80, or 25 per cent; and no preference was expressed for 145, or 45.4 per cent, of the positions.

TABLE XXI

MINIMUM AGE REQUIREMENT FOR NEW MEN EMPLOYEES IN 194 SALES POSITIONS HELD BY MEN

Sales Positions	No Minimum	Per Cent	Age 16	Per Cent	17	Per Cent	18	Per Cent	21	Per Cent	22	Per Cent	25	Per Cent	Total
Retail	60	36.8	43	26.4	5	3.0	25	15.4	24	14.8	5	3.0	1	.6	163
Wholesale	9	29.0	10	32.3			5	16.1	7	22.6					31
Total	69		53		5		30		31		5		1		194
Percentage of Total		35.6		27.3		2.6		15.5		15.9		2.6		.5	

This table should be read as follows: In 60 retail sales positions now held by men, no minimum age requirement was specified for new men employees.

TABLE XXII

MINIMUM AGE REQUIREMENT FOR NEW WOMEN EMPLOYEES IN 158 SALES POSITIONS HELD BY WOMEN

Sales Positions	No Minimum	Per Cent	Age 16	Per Cent	17	Per Cent	18	Per Cent	21	Per Cent	22	Per Cent	25	Per Cent	Total
Retail	45	28.7	70	44.6	5	3.2	22	14.0	6	3.8	6	3.8	3	1.9	157
Wholesale									1	100.0					1
Total	45		70		5		22		7		6		3		158
Percentage of Total		28.7		44.6		3.2		14.0		4.4		3.8		1.9	

This table should be read as follows: For 45 retail sales positions now held by women, no minimum age requirement was specified for new women employees.

157 women employees, no minimum age requirement was stipulated for 45, or 28.6 per cent; 16 years was required for 70, or 44.7 per cent; 17 years for 5, or 3.2 per cent; 18 years for 22, or 14 per cent; 21 for 6, or 3.8 per cent; 22 for 6, or 3.8 per cent; and 25 for 3, or 1.9 per cent. For 142, or 90 per cent, of the 157 positions, the minimum age requirement for new women employees was 18 or less. In very few cases are employment opportunities for women high school graduates limited because of minimum age requirements.

Turnover for Full-Time Sales Employees. Table XXIII shows that 115 persons were newly employed and 62 were separated from their full-time sales positions during the last 12 months. This is an increase of 53 full-time sales positions.

Table XXIII also shows that in retail sales positions there was a turnover of 27.2 per cent during the last 12 months. In wholesale sales positions there was a turnover of 15.6 per cent.

Turnover for Part-Time Sales Employees. Table XXIV shows that 86 persons were newly employed and 68 were separated from their part-time sales positions during the past year. This is a gain of 18 part-time sales employees.

Data given in Table XXIV also reveals that the turnover in part-time retail sales positions was 79 per cent for the past year. There was no turnover in part-time wholesale sales positions.

Business Machines Used. Table XXV shows that 68 retail salespersons used typewriters on their jobs, 155 used cash registers, 119 used adding machines, 5 used calculators and 1 used a posting machine.

Three wholesale salespersons used typewriters, 3 used adding machines, and 2 used billing machines.

TABLE XXIII
TURNOVER IN FULL-TIME SALES POSITIONS

Sales Positions	Newly Employed			Separated			Gain in Employment	Turnover Percent
	Men	Women	Total	Men	Women	Total		
Retail	49	57	106	22	35	57	49	27.2
Wholesale	9		9	5		5	4	15.6
Total	58	57	115	27	35	62	53	23.4

This table should be read as follows: Forty-nine men and 57 women were newly employed during the last year and 22 men and 35 women were separated from their jobs in retail sales positions. There was a turnover of 27.2 per cent in full-time retail sales positions.

TABLE XXIV
TURNOVER IN PART-TIME SALES POSITIONS

Sales Positions	Newly Employed			Separated			Gain in Employment	Turnover Percent
	Men	Women	Total	Men	Women	Total		
Retail	30	56	86	21	47	68	18	79.0
Wholesale								
Total	30	56	86	21	47	68	18	79.0

This table should be read as follows: Thirty men and 56 women were employed during the last year and 21 men and 47 women were separated from their jobs in retail sales positions. There was a turnover of 79 per cent in part-time retail sales positions.

TABLE XXV

BUSINESS MACHINES OPERATED BY PERSONS IN SALES POSITIONS

Sales Positions	Type- writer	Cash Register	Adding Machine	Calcu- lator	Posting Machine	Billing Machine
Retail	68	155	119	5	1	
Wholesale	3		3			2
Total	71	155	122	5	1	2

This table should be read as follows: Sixty-eight persons in sales positions used the typewriter, 155 used the cash register, 119 used the adding machine, 5 used the calculator, and 1 used the posting machine.

Educational Achievement of Present Employees. Of the 320 persons in retail sales positions, 229, or 71.5 per cent, were high school graduates. Of these, 116 were men and 113 were women. It is interesting to note that although 71.5 per cent of the present employees are high school graduates, the minimum education requirement for replacements in these positions was high school graduation for only 64 per cent.

Of the 32 persons in wholesale sales positions, 31, or 96.8 per cent, were high school graduates. Of these, 30 were men and 1 was a woman.

Table XXVI also shows that of the 229 graduates, 87, or 37.9 per cent were graduates of Creston High School. Forty-one men and 46 women in sales positions were graduates of Creston High School.

Table XXVII shows that 10 persons in retail sales positions had completed 1 year of college, 5 had completed 2 years, 1 had completed 3 years and 4 were college graduates. Two retail salespersons had attended business college and 2 had attended a cosmetic school.

Comparison. Tables XXVIII, XXIX, XXX, XXXI, and XXXII compare findings of this study with the findings of studies made by Davis,¹ in Pryor, Oklahoma; Wormington,² in Monett, Missouri; and Barton;³ in Blackwell, Oklahoma.

¹ Davis, Zoe Velma, "Survey of Selected Business Occupations in Pryor, Oklahoma." Unpublished Master's thesis, Oklahoma Agricultural and Mechanical College, 1949.

² Wormington, Lucille, "A Survey of Selected Office and Store Occupations in Monett, Missouri." Unpublished Master's thesis, Oklahoma Agricultural and Mechanical College, 1949.

³ Barton, Jessie Lee, "An Occupational Opportunity Survey of Blackwell, Oklahoma." Unpublished Master's thesis, Oklahoma Agricultural and Mechanical College, 1949.

TABLE XXVI

NUMBER OF PRESENT EMPLOYEES IN SALE POSITIONS WHO ARE HIGH SCHOOL
GRADUATES AND GRADUATES OF CRESTON HIGH SCHOOL

Sales Positions	TOTAL POSITIONS			GRADUATES						C.H.S. GRADUATES					
	Men	Women	Total	Men	Per Cent	Women	Per Cent	Total	Per Cent	Men	Per Cent	Women	Per Cent	Total	Per Cent
Retail	163	157	320	116	71.2	113	72.6	229	71.5	41	25.2	46	29.2	87	27.2
Wholesale	31	1	32	30	93.7	1	100.0	31	96.8	17	54.8			17	53.1
Total	194	158	352	146		114		260		58		46		104	
Percentage of Total					41.5		32.4		73.9		16.4		13.1		29.5

This table should be read as follows: Of the 163 men and 157 women in retail sales positions, 116 men, or 71.2 per cent, and 113 women, or 72.6 per cent, or a total of 229, or 71.5 per cent, were high school graduates. Of these graduates, 41 men, or 25.2 per cent, and 46 women, or 29.2 per cent, or a total of 87, or 27.2 per cent, graduated from Creston High School.

TABLE XXVII
OTHER EDUCATIONAL ACHIEVEMENTS OF EMPLOYEES IN
SALES POSITIONS

Sales Positions	College				Business College	Other
	1	2	3	4	2	
Retail	10	5	1	4	2	2 attended
Wholesale		1		2	2	Cosmetic School
Total	10	6	1	6	4	2

This table should be read as follows: Ten persons in retail sales positions had completed 1 year of college, 5 had completed 2 years, 1 had completed 3 years, and 4 had completed 4 years.

Education Requirements. Table XXVIII shows that education requirements for new employees in sales positions are higher in Pryor and Creston than in Monett and Blackwell.

Experience Requirements. Table XXIX shows that experience requirements for new employees are very similar for retail and wholesale sales positions in the 4 communities compared.

Sex Preference. Table XXX shows the sex preferences expressed by employers for employees in sales positions. The preference for men retail sales employees is more extensive in Pryor, Monett, and Blackwell than in Creston. Men are preferred in all 4 communities for all wholesale sales positions.

Turnover. As shown by Table XXXI, turnover varies greatly from one community to another.

Minimum Age Requirement. Table XXXII shows the percentage of sales positions in which 18 years of age or under is the minimum age for new employees.

TABLE XXVIII

PERCENTAGE OF SALES POSITIONS FOR WHICH HIGH
SCHOOL GRADUATION IS MINIMUM EDUCATION REQUIREMENT FOR NEW EMPLOYEES

Sales Positions	Pryor Per Cent	Monett Per Cent	Blackwell Per Cent	Creston Per Cent
Retail	75.4	43.9	49.3	65.9
Wholesale	70.0	100.0	81.5	75.0

This table should be read as follows: High school graduation was the minimum education requirement in 75.4 per cent of the retail sales positions in Pryor.

TABLE XXIX

EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES IN
SALES POSITIONS

Sales Positions	Per Cent	Monett Per Cent	Blackwell Per Cent	Creston Per Cent
Retail	31.6	28.7	21.5	21.8
Wholesale	54.0	50.0		59.3

This table should be read as follows: Experience for new employees was required for 31.6 per cent of the retail sales positions in Pryor.

TABLE XXX
SEX PREFERENCE EXPRESSED BY EMPLOYERS
FOR EMPLOYEES IN SALES POSITIONS

Sales Positions	Pryor			Monett			Blackwell			Creston		
	Men	Women	No Pref.	Men	Women	No Pref.	Men	Women	No Pref.	Men	Women	No Pref.
Retail	41.2	17.8	41.0	54.8	36.8	8.4	46.3	19.1	34.6	29.6	25.0	45.4
Wholesale	100.0			100.0			100.0			100.0		

This table should be read as follows: Men were preferred by employers in 41.2 per cent of the sales positions in pryor, women in 17.8 per cent and no preference was expressed for 41 per cent.

TABLE XXXI
TURNOVER IN SALES POSITIONS

Sales Positions	Pryor	Monett	Blackwell	Creston
	Per Cent	Per Cent	Per Cent	Per Cent
Retail				
Full-time	26.2			27.2
Part-time	96.3			79.0
Total	66.6	76.6	26.6	43.6
Wholesale				
Full-time	44.4			15.6
Part-time				
Total			33.9	13.3

This table should be read as follows: There was a labor turnover of 26.2 per cent in full-time retail sales positions in Pryor.

TABLE XXXII

PERCENTAGE OF POSITIONS FOR WHICH THE MINIMUM AGE
REQUIREMENT FOR NEW EMPLOYEES IS 18 YEARS OR LESS

Sales Positions	Pryor		Monett		Blackwell		Creston	
	Men	Women	Men	Women	Men	Women	Men	Women
Retail	62.1	61.9	47.4	35.2	55.2	71.9	81.6	90.4
Wholesale	9.0		87.5		66.7			

This table should be read as follows: For new employees, a minimum age of 18 or less was required for 62.1 per cent of the positions now held by men and 61.9 of the positions now held by women in Pryor.

CHAPTER IV
RECORD-KEEPING POSITIONS

Number Employed in Record-Keeping Positions. Table XXXIII shows that there were 69 persons employed as record keepers in the business firms of Creston. Sixty-three were employed full time and 6 were employed part time. Twelve were employed as accountants and 57 as bookkeepers.

Minimum Education Requirements for New Men Employees. High school graduation was the minimum education requirement for new men employees in all 7 accounting positions now held by men, as shown in Table XXXIV. For new men employees in 13 bookkeeping positions now held by men, high school graduation was the minimum education requirement for 11 positions, or 84.6 per cent, and 2 years of college was the minimum requirement for 2 positions, or 15.4 per cent.

Minimum Education Requirements for New Women Employees. Table XXXV shows high school graduation was the minimum education requirement for all new women employees in the 5 accounting positions now held by women.

The minimum education requirements for new women employees in the 44 bookkeeping positions now held by women were; No minimum education requirement for 5, or 11.3 per cent; high school graduation for 38, or 86.4 per cent; and 2 years college for 1, or 2.3 per cent.

Experience Requirements. Experience was required for new employees in 7, or 58.3 per cent, of the 12 accounting positions and was not required in 5, or 41.7 per cent, of the accounting positions.

For new employees in bookkeeping positions, experience was required for 26, or 45.7 per cent, of the 57 positions; and experience was not required for 31, or 54.3 per cent. Table XXXVI summarizes the data concerning experience requirements for new employees in record-keeping positions.

TABLE XXXIII

NUMBER AND SEX OF EMPLOYEES IN RECORD-KEEPING POSITIONS

Record Keeping Positions	<u>Full-Time</u>			Part-Time			<u>Combined</u>			<u>Per Cent of Total</u>	
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Full-Time	Part-Time
Accountants	7	4	11		1	1	7	5	12	91.7	8.3
Bookkeepers	13	39	52		5	5	13	44	57	91.3	8.7
Total	20	43	63		6	6	20	49	69	91.4	8.6

This table should be read as follows: Seven men and 4 women were employed as full-time accountants and 1 women was employed as part-time accountant.

TABLE XXXIV

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	<u>Total Positions</u>		<u>High School Graduates</u>		<u>2 Years College</u>	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountants	7	100	7	100.0		
Bookkeepers	13	100	11	84.6	2	15.4
Total	20		18		2	
Percentage of Total		100		90.0		10.0

This table should be read as follows: High school graduation is the minimum education requirement for men replacements in 7, or 100 per cent, of the positions for accountants now held by men.

TABLE XXXV

MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	<u>Total Positions</u>		<u>No Minimum</u>		<u>High School</u>		<u>2 Years College</u>	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountants	5	100	5		5	100.0		
Bookkeepers	44	100	5	11.3	38	86.4	1	2.3
Total	49		5		43		1	
Percentage of Total		100		10.2		87.7		2.1

This table should be read as follows: High school graduation is the minimum education requirement for women replacements in 5, or 100 per cent, of the positions for accountants now held by women.

TABLE XXXVI
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES IN
RECORD-KEEPING POSITIONS

Record-Keeping Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountants	12	100	7	58.3	5	41.7
Bookkeepers	57	100	26	45.7	31	54.3
Total	69		33		36	
Percentage of Total		100		47.8		52.2

This table should be read as follows: For new employees in the 12 accounting positions, 7, or 58.3 per cent, of the employers require experience and 5, or 41.7 per cent, of the employers do not require experience.

Experience is required for replacements in 33, or 47.8 per cent, of the record-keeping positions. Employment opportunities are somewhat limited for high school graduates because of experience requirements.

Sex Preference. Table XXXVII gives sex preference for employees in the 69 accounting and bookkeeping positions as expressed by employers. For accounting positions, men were preferred for 10, or 83.3 per cent, and women for 2, or 16.7 per cent. For bookkeeping positions, men were preferred for 10, or 17.5 per cent; women for 31, or 54.3 per cent; and no preference was expressed for 16, or 28.1 per cent.

Seven men and 5 women were employed as accountants in Creston. Thirteen men and 44 women were employed in bookkeeping positions. The ratio of men and women employees is fairly consistent with the sex preferences expressed by employers. Employment opportunities in accounting positions are better for men than for women. In bookkeeping positions, employment opportunities are better for women than for men in so far as sex preference is concerned.

Minimum Age Requirements for New Men Employees. Table XXXVIII gives data pertaining to minimum age requirements for new men employees in accounting and bookkeeping positions now held by men. Employers specified a minimum age of 18 years for new employees in 1 position for an accountant, and 25 years for 6 positions for accountants. For bookkeeping positions, a minimum age of 18 years or less was specified for 11 and a minimum age of 21 years was specified for 2.

Employment opportunities in accounting positions are limited for men high school graduates because of age requirements, but opportunities in bookkeeping positions are not limited by this factor.

Minimum Age Requirements for New Women Employees. Table XXXIX shows the minimum age requirements for new women employees in accounting and

TABLE XXXVII
SEX PREFERENCE EXPRESSED BY EMPLOYERS
FOR EMPLOYEES IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Total Positions		Men Preferred		Women Preferred		No Preferences	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountants	12	100	10	83.3	2	16.7		
Bookkeepers	57	100	10	17.5	31	54.3	16	28.1
Total	69		20		33		16	
Percentage of Total		100		29.9		47.8		23.3

This table should be read as follows: For employees in 12 accounting positions, men were preferred for 10 positions and women were preferred for 2.

TABLE XXXVIII
 MINIMUM AGE REQUIREMENTS FOR MEN REPLACEMENTS
 IN RECORD-KEEPING POSITIONS HELD BY MEN

Record-Keeping Positions	No Minimum	Age 16	18	21	25	Total
Accountants			1		6	7
Bookkeepers	7	1	3	2		13
Total	7	1	4	2	6	20

This table should be read as follows: Of the 7 accounting positions held by men, 1 required a minimum age of 18 years for new men employees and 6 required a minimum age of 25 years.

TABLE XXXIX
 MINIMUM AGE REQUIREMENTS FOR WOMEN REPLACEMENTS IN
 RECORD-KEEPING POSITIONS HELD BY WOMEN

Record-Keeping Positions	No Minimum	Age 16	18	21	25	Total
Accountants	1			3	1	5
Bookkeepers	9	9	18	7	1	44
Total	10	9	18	10	2	49

This table should be read as follows: Five women were employed as accountants. No minimum age was specified for women replacements in one of these positions. A minimum age of 21 years was specified for 3 positions and a minimum age of 25 years was specified for 1.

bookkeeping positions now held by women. For accounting positions the minimum age requirements were: No minimum age requirement for 1; 21 years for 3; and 25 years for 1. For bookkeeping positions the minimum age requirements were: No minimum age requirement for 9; 16 years for 9; 18 years for 18; 21 years for 7; and 25 years for 1.

Employment opportunities for women high school graduates are limited in accounting positions because of minimum age requirements but employment opportunities in bookkeeping positions are not limited because of minimum age requirements.

Turnover in Full-Time Positions. Table XL shows that 7 men and 14 women were newly employed during the past year as record keepers and that 6 men and 7 women were separated from their jobs. This is an increase of 8 persons in record-keeping positions.

There was an estimated turnover of 22 per cent in full-time record-keeping positions.

Turnover in Part-Time Positions. Table XLI shows that in part-time record-keeping positions, 1 man and 5 women were employed and 1 man was separated.

There was an estimated turnover of 28.8 per cent in part-time record-keeping positions.

Business Machines Used. Table XLII shows business machines operated by persons in record-keeping positions.

The adding machine, typewriter, and cash register were the machines used by the largest number of record keepers. Persons planning to enter into record-keeping positions should familiarize themselves with these 3 machines. A business machines training course would be of value to students planning to seek employment in record-keeping positions.

TABLE XL

TURNOVER OF FULL-TIME EMPLOYEES IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Newly Employed			Number Dropped			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Accountants	2		2	2		2	0	18.1
Bookkeepers	5	14	19	4	7	11	8	21.1
Total	7	14	21	6	7	13	8	22.0

This table should be read as follows: Two men and no women were newly employed during the last year and 2 men and no women were separated from their jobs as accountants. There was a turnover of 18.1 per cent in full-time accounting positions.

TABLE XLI

TURNOVER OF PART-TIME EMPLOYEES IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Newly Employed			Number Dropped			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Accountants	1	1	2	1	0	1	1	100.0
Bookkeepers		4	4				4	80.0
Total	1	5	6	1	0	1	5	28.6

This table should be read as follows: One man and 1 woman were employed during the last year 1 man and no women were separated from their jobs in accounting positions. There was a turnover of 100 per cent in part-time accounting positions.

TABLE XLII
 BUSINESS MACHINES USED BY RECORD-KEEPERS

Record-Keeping Positions	Adding Machine	Typewriter	Cash Register	Calculator	Posting Machine	Comptometer	IBM Proof Machine	Bookkeeping Machine	Ditto Machine (Spirit Type)
Accountants	9	6	2	4	3	4	1	2	2
Bookkeepers	38	42	14	15	3	6	1	2	2
Total	47	48	16	19	3	10	1	2	2

This table should be read as follows: Nine persons in accounting positions used the adding machine, 6 used the typewriter, 2 used a cash register, 4 used the calculator, and 4 used the comptometer.

Educational Achievement of Record Keepers. Table XLIII shows that 60, or 86.9 per cent, of the 69 persons now employed in record-keeping positions have completed high school. Twenty-four, or 34.9 per cent, of the total employed in record-keeping positions were graduates of Creston High School.

Table XLIV gives other educational achievements of record-keeping employees. One record keeper had completed 1 year of college, 1 had completed 2 years, 1 had completed 3 years, and 2 had completed 4 years. Eight record keepers had attended business college and 1 had attended night school for 15 weeks.

Comparison With Other Studies. Table XLV shows that high school graduation was stated as the specific minimum education requirement for new accountants in 33.3 per cent of the positions for accountants in Pryor; 66.6 per cent, in Monett; 64.3 per cent, in Blackwell; and 100 per cent, in Creston.

High school graduation was mentioned as the minimum education requirement for new employees in 73.6 per cent of the positions for bookkeepers in Pryor; 82.8 per cent, in Monett; 75.5 per cent, in Blackwell; and 85.9 per cent, in Creston.

In interpreting the data presented in Table XLV, it should be noted that minimum education requirements for new employees were higher in nearly all record-keeping jobs not included in the percentages shown.

Experience Requirement. Table XLVI shows there is a great difference in experience requirements for new employees in accounting positions. In Pryor, 100 per cent of the positions required experience for new employees in accounting positions, while in Creston only 41.7 per cent required experience.

TABLE XLIII

NUMBER OF PRESENT RECORD KEEPERS WHO ARE HIGH SCHOOL GRADUATES
AND THE NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Record-Keeping Positions	Total Positions			No. of High School Graduates			Per Cent of Graduates			Creston High School Graduates			Per Cent of C.H.S. Graduates in Positions		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Accountants	7	5	12	7	4	11	100.0	80.0	91.6	0	0	0	0	0	0
Bookkeepers	13	44	57	8	41	49	61.5	93.2	85.9	4	20	24	30.7	45.4	42.1
Total	20	49	69	15	45	60				4	20	24			
Percentage of Total							75.0	91.8	86.9				5.8	28.9	34.9

This table should be read as follows; Of the 12 persons in accounting positions, 7 men, or 100 per cent, and 4 women, or 80.0 per cent, were high school graduates. Of these graduates, none of the men or women were graduates of Creston High School.

TABLE XLIV

EDUCATIONAL ACHIEVEMENT OF RECORD KEEPERS

Record-Keeping Positions	<u>C O L L E G E</u>					
	1 Year	2 Years	3 Years	4 Years	Business College	Other
Accountants			1	1	4	
Bookkeepers	1	1		1	4	1 attended 15 weeks night school
Total	1	1	1	2	8	1

This table should be read as follows: One person in an accounting position had completed 3 years of college, 1 had completed 4 years, and 4 had attended a business college.

TABLE XLV

PERCENTAGE OF RECORD-KEEPING POSITIONS FOR WHICH
EMPLOYERS SPECIFY HIGH SCHOOL GRADUATION AS THE MINIMUM EDUCATION REQUIREMENT

Record-Keeping Positions	Pryor	Monett	Blackwell	Creston
	Per Cent	Per Cent	Per Cent	Per Cent
Accountants	33.3	66.6	64.3	100.0
Bookkeeping	73.6	82.8	75.5	85.9

This table should be read as follows: High school graduation was the minimum education requirement for replacements in 33.3 per cent of the accounting positions in Pryor.

TABLE XLVI

EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES
IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Pryor	Monett	Blackwell	Creston
	Per Cent	Per Cent	Per Cent	Per Cent
Accountants	100.0	66.6	42.8	41.7
Bookkeepers	34.4	45.7	35.8	54.4

This table should be read as follows: Experience for new employees was required for 100 per cent of the accounting positions in Pryor.

Sex Preference. Table XLVII shows that in the four communities men were preferred for most accounting positions and women were preferred for most of the bookkeeping positions.

Minimum Age Requirements. Table XLVIII shows the percentages of positions for which the minimum employment age requirement was 18 years or less. Opportunities for employment of high school graduates would be more limited for accounting positions in Pryor and Creston than in Monett and Blackwell, in so far as minimum age requirements are concerned.

Estimated Turnover. Table XLIX shows the estimated turnover for the different communities. The record-keeping positions have a low rate of turnover in all communities.

TABLE XLVII

SEX PREFERENCE EXPRESSED BY EMPLOYERS
FOR EMPLOYEES IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Pryor			Monett			Blackwell			Creston		
	Men	Women	No	Men	Women	No	Men	Women	No	Men	Women	No
			Pref.			Pref.			Pref.			Pref.
Accountants	66.7		33.3	66.7	33.3		71.4	28.6		83.3	16.7	
Bookkeepers	28.9	34.2	36.9	5.7	80.0	14.3	18.9	69.8	11.3	17.5	54.3	28.1

This table should be read as follows: Men were preferred by employers in 66.7 per cent of the accounting positions in Pryor, and no preference was expressed for 33.3 per cent.

TABLE XLVIII
 PERCENTAGE OF POSITIONS FOR WHICH THE MINIMUM AGE
 REQUIREMENT FOR NEW EMPLOYEES IS 18 YEARS OR LESS

Record-Keeping Positions	Pryor		Monett		Blackwell		Creston	
	Men	Women	Men	Women	Men	Women	Men	Women
	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent
Accountants	33.3		100.0		100.0	100.0	14.3	20.0
Bookkeepers	30.0	42.8	100.0	74.3	61.5	85.0	76.9	81.8

This table should be read as follows: For new employees, a minimum age of 18 or less was required for 33.3 per cent of the positions for accountants now held by men in Pryor.

TABLE XLIX
 PERCENTAGE OF TURNOVER IN RECORD-KEEPING POSITIONS

Record-Keeping Positions	Pryor	Monett	Blackwell	Creston
	Per Cent	Per Cent	Per Cent	Per Cent
Accountants				
Full-Time				18.1
Part-Time				100.0
Total			7.1	
Bookkeepers				
Full-Time	7.1	19.0		21.1
Part-Time				80.0
Total			34.0	
Total Turnover	5.4	17.4	28.4	22.4

This table should be read as follows: There was a labor turnover of 18.1 per cent in full-time accounting positions in Creston.

CHAPTER V
SECRETARIAL POSITIONS

Number and Sex of Secretarial Employees. Table L shows that 66 persons were employed in secretarial positions. Fifty-six, or 84.6 per cent, were employed full time and 10, or 15.4 per cent, were employed part time. Forty were employed as stenographers, 24 were employed as secretaries and 2 as typists. Only 2 of the 66 persons employed in secretarial positions were men.

Minimum Education Requirements for New Men Employees in Secretarial Positions. Table LI shows that for new men employees in secretarial positions now held by men, 2 years of college is the minimum education requirement for 1 position as stenographer and high school graduation is the minimum education requirement for 1 position as secretary.

Minimum Education Requirement for New Women Employees in Secretarial Positions. Table LII shows that high school graduation is the minimum education requirement for new women employees in 61, or 95.3 per cent, of the secretarial positions now held by women. No minimum education requirement was specified for the other 3, or 4.7 per cent, of the secretarial positions now held by women.

Experience Requirements. Table LIII shows that employers would require experience for new employees in secretarial positions for 18, or 27.3 per cent, and would not require experience for 48, or 72.7 per cent.

Sex Preference. Table LIV reveals that employers preferred women in 48, or 72.7 per cent, of the secretarial positions, and expressed no preference in the remaining 18, or 27.3 per cent, of the positions.

TABLE L

NUMBER AND SEX OF EMPLOYEES IN SECRETARIAL POSITIONS

Secretarial Positions	<u>Full-Time</u>			<u>Part-Time</u>			<u>Combined</u>			<u>Per Cent of Total</u>	
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Full-Time	Part-Time
Stenographer	1	33	34		6	6	1	39	40	85.0	15.0
Secretary	1	20	21		3	3	1	23	24	87.5	12.5
Typist		1	1		1	1		2	2	50.0	50.0
Total	2	64	56		10	10	2	64	66	84.6	15.4

This table should be read as follows: Of 40 persons in stenographic positions, 1 man and 33 women were in full-time stenographic positions; no men and 6 women were in part-time stenographic positions.

TABLE LI
 MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES
 IN SECRETARIAL POSITIONS NOW HELD BY MEN

Secretarial Positions	<u>Total Positions</u>		<u>High School Graduation</u>		<u>2 Years College</u>	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Stenographer	1	100			1	100
Secretary	1	100	1	100		
Typist						
Total	2		1		1	
Percentage of Total		100		50		50

This table should be read as follows: For new men employees in the 1 stenographic position now held by a man, the minimum education requirement is 2 years in college.

TABLE LII
 MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
 IN SECRETARIAL POSITIONS NOW HELD BY WOMEN

Secretarial Positions	<u>Total Positions</u>		<u>No Minimum</u>		<u>High School Graduates</u>	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Stenographer	39	100	3	7.7	36	92.3
Secretary	23	100			23	100.0
Typist	2	100			2	100.0
Total	64		3		61	
Percentage of Total		100		4.7		95.3

This table should be read as follows: For new women employees in 39 stenographic positions now held by women, the minimum education requirements are: No minimum for 3, or 7.7 per cent; and high school graduation for 36, or 92.3 per cent.

TABLE LIII
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES
IN SECRETARIAL POSITIONS

Secretarial Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Stenographer	40	100	10	25.0	30	75.0
Secretary	24	100	7	29.1	17	70.9
Typist	2	100	1	50.0	1	50.0
Total	66		18		48	
Percentage of Total		100		27.3		72.7

This table should be read as follows: Ten, or 25.0 per cent, of the stenographic positions require experience for new employees; 30, or 75.0 per cent, of the stenographic positions do not require experience.

TABLE LIV
SEX PREFERENCE EXPRESSED BY EMPLOYERS
FOR EMPLOYEES IN SECRETARIAL POSITIONS

Secretarial Positions	Total Positions		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Stenographer	40	100			29	72.5	11	27.5
Secretary	24	100			17	70.8	7	29.2
Typist	2	100			2	100.0		
Total	66		0		48		18	
Percentage of Total		100		0		72.7		27.3

This table should be read as follows: In 40 stenographic positions, women were preferred for 29, or 72.5 per cent; and no preference was expressed for 11, or 27.5 per cent.

Minimum Age Requirement for New Men Employees in Secretarial Positions. Table LV shows that 18 years was the minimum age requirement for new men employees in the 2 secretarial positions now held by men.

Minimum Age Requirement for New Women Employees in Secretarial Positions. Table LVI reveals that in only 3 of the 64 secretarial positions was a minimum age of over 18 years required for new women employees. In very few cases are secretarial employment opportunities for women high school graduates limited because of minimum age requirements.

Turnover of Full-Time Employees. Table LVII shows that during the last 12 months 1 man and 21 women were newly employed and 17 women were separated from their full-time jobs in secretarial positions. A gain of 5 employees in secretarial positions resulted.

There was an estimated turnover of 26.8 per cent in full-time secretarial positions.

Turnover of Part-Time Employees. Table LVIII shows that 11 persons were newly employed and 5 were separated from their secretarial positions. This resulted in a gain of 6 secretarial positions.

The estimated rate of turnover was 83.3 per cent.

Business Machines Used. Table LIX shows that persons employed in secretarial positions used a variety of business machines. The typewriter, adding machine, calculator and the mimeograph were the machines used by the largest number of persons in secretarial positions. These data suggest that a business machines course would be of value to many persons who plan to seek employment in secretarial positions.

Educational Achievements of Present Employees. Table LX shows that all persons who were employed in secretarial positions at the time of the

TABLE LV

MINIMUM AGE REQUIREMENTS FOR MEN REPLACEMENTS

IN SECRETARIAL POSITIONS NOW HELD BY MEN

Secretarial Positions	No Minimum	Age 16	17	18	20	21	22	25	28	30	Total
Stenographer				1							1
Secretary				1							1
Total				2							2

This table should be read as follows: In the 1 stenographic position now held by men, 18 years was the age requirement specified for new men employees.

TABLE LVI
 MINIMUM AGE REQUIREMENT FOR WOMEN REPLACEMENTS
 IN SECRETARIAL POSITIONS NOW HELD BY WOMEN

Secretarial Positions	No Minimum	Age 16	17	18	21	22	24	25	28	Total
Stenographer	16	5		18						39
Secretary	10			10			3			23
Typist				2						2
Total	26	5		30			3			64

This table should be read as follows: In 16 stenographic positions now held by women, no minimum age requirement was specified for new women employees.

TABLE LVII
 TURNOVER IN FULL-TIME SECRETARIAL POSITIONS

Secretarial Positions	Newly Employed			Separated			Gain in Employment	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Stenographer	1	14	15		11	11	4	34.4
Secretary		7	7		6	6	1	29.3
Total	1	21	22		17	17	5	26.8

This table should be read as follows: One man and 14 women were newly employed during the last year and no men and 11 women were separated from their jobs in stenographic positions. There was a turnover of 34.4 per cent in full-time stenographic positions.

TABLE LVIII
 TURNOVER IN PART-TIME SECRETARIAL POSITIONS

Secretarial Positions	Newly Employed			Separated			Gain in Employment	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Stenographer		7	7		4	4	3	88.8
Secretary		4	4		1	1	3	66.6
Total		11	11		5	5	6	83.3

This table should be read as follows: No men and 7 women were employed during the last year and no men and 4 women were separated from their jobs in stenographic positions. There was a turnover of 88.8 per cent in part-time stenographic positions.

TABLE LIX

BUSINESS MACHINES OPERATED BY SECRETARIAL EMPLOYEES

Secretarial Positions	Adding Machine	Typewriter	Cash Register	Calculator	Posting Machine	Mimeograph	Comptometer	Addressing Machine	Bookkeeping Machine	Ditto Machine (Spirit Type)	Dictaphone	Wire Recorder
Stenographer	33	40	6	12	6	8	4	2		2		1
Secretary	18	24	6	6	2	5	1		1	1	1	
Typist	2	2		2								
Total	53	66	12	24	8	13	5	2	1	3	1	1

This table should be read as follows: Thirty-three persons in stenographic positions used the adding machine, 40 used the typewriter, 6 used a cash register, 12 used the calculator, 6 used a posting machine, 8 used a mimeograph, 4 a comptometer, 2 used an addressing machine, 2 used a ditto machine (spirit type), and 1 used a wire recorder.

TABLE LX

NUMBER OF EMPLOYEES IN SECRETARIAL POSITIONS WHO ARE HIGH SCHOOL GRADUATES
AND NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Secretarial Positions	<u>Total Positions</u>			<u>Graduates</u>						<u>C.H.S. Graduates</u>					
	Men	Women	Total	Per		Per		Per		Per		Per			
				Men	Cent	Women	Cent	Total	Cent	Men	Cent	Women	Cent	Total	Cent
Stenographer	1	39	40	1	100	39	100	40	100	1	100	21	52.5	22	55.0
Secretary	1	23	24	1	100	23	100	24	100	0	0	15	62.5	15	65.2
Typist		2	2			2	100	2	100			2	100.0	2	100.0
Total	2	64	66	2		64		66		1		38		39	
Percentage of Total					100		100		100		100		59.4		59.0

This table should be read as follows: Of the 40 persons in stenographic positions, 1 man, or 100 per cent, and 39 women, or 100 per cent, were high school graduates. Of these graduates, 1 man, or 100 per cent, and 21 women, or 52.5 per cent, graduated from Creston High School.

study, were high school graduates and that 59 per cent of the total employees in secretarial positions were graduates of Creston High School.

Table LXI shows that 3 persons who were employed in secretarial positions had completed one year of college, 5 had completed 2 years, and 9 had attended business college.

Comparison With Other Studies.

Minimum Education Requirements. Table LXII shows that high school graduation is the minimum education requirement for all new secretarial employees in Pryor and for most of the secretarial employees in Monett, Blackwell, and Creston.

Experience Requirements. Table LXIII shows that experience requirements for new employees in stenographic, secretarial, and typist positions vary a great deal in the 4 communities. There were no positions for stenographers in Pryor that required experience for new employees. Sixteen and six-tenths per cent of stenographic positions in Monett required experience for new employees, 33.3 per cent in Blackwell, and 25 per cent in Creston. There was also considerable variation in experience requirements for typists. Variation was least in the case of secretaries.

Sex Preference. Table LXIV shows that Blackwell was the only community in which any employer expressed a preference for men employees in secretarial positions, and the employers there expressed a preference for men in 9.1 per cent of the secretarial positions. Several employers in the other communities stated that they had no preference. These findings seem to indicate that, with the exception of Blackwell, little opportunity exists for men in secretarial positions in these communities.

Minimum Age Requirements for New Employees. Table LXV shows that employers in the 4 communities would hire new employees 18 years of age or less in most secretarial positions.

TABLE LXI
OTHER EDUCATIONAL ACHIEVEMENTS OF PRESENT
EMPLOYEES IN SECRETARIAL POSITIONS

Secretarial Positions	College		
	1 Year	2 Years	Business College
Stenographer		4	3
Secretary	2	1	6
Typist	1		
Total	3	5	9

This table should read as follows: Four persons in stenographic positions had completed 2 years of college, and 3 had attended business college.

TABLE LXII

PERCENTAGE OF SECRETARIAL POSITIONS FOR WHICH HIGH SCHOOL
GRADUATION IS MINIMUM EDUCATION REQUIREMENT FOR NEW EMPLOYEES

Secretarial Positions	Pryor Per Cent	Monett Per Cent	Blackwell Per Cent	Creston Per Cent
Stenographer	100	100.0	77.8	90
Secretary	100	66.6	78.8	100
Typist	100	100.0		100

This table should be read as follows: High school graduation was the minimum education requirement in 100 per cent of the stenographic positions in Pryor.

TABLE LXIII

EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES IN
SECRETARIAL POSITIONS

Secretarial Positions	Pryor Per Cent	Monett Per Cent	Blackwell Per Cent	Creston Per Cent
Stenographer		16.6	33.3	25.0
Secretary	55.5	44.4	33.3	29.0
Typist	57.1	20.0		50.0

This table should be read as follows: Experience for new employees was required for 16.6 per cent of the stenographic positions in Monett.

TABLE LXIV
SEX PREFERENCE EXPRESSED BY EMPLOYERS FOR NEW EMPLOYEES
IN SECRETARIAL POSITIONS

Secretarial Positions	Pryor			Monett			Blackwell			Creston		
	Per Cent			Per Cent			Per Cent			Per Cent		
	Men	Women	No Pref.	Men	Women	No Pref.	Men	Women	No Pref.	Men	Women	No Pref.
Stenographer	88.8		11.2	100			100.0			72.5		27.5
Secretary	77.7		21.3	100			9.1	87.9	3.0	70.8		29.2
Typist	36.4		63.6	100						100.0		

This table should be read as follows: Women were preferred by employers in 88.8 per cent of the stenographic positions in Pryor, and no preference was expressed for 11.2 per cent.

TABLE LXV
PERCENTAGE OF POSITIONS FOR WHICH THE MINIMUM
AGE REQUIREMENT FOR NEW EMPLOYEES IS 18 YEARS OR LESS

Secretarial Positions	Pryor	Monett	Blackwell	Creston
	Per Cent	Per Cent	Per Cent	Per Cent
Stenographer	58.8	75.0	88.9	100.0
Secretary	77.7	88.8	75.7	86.9
Typist	57.1	100.0		100.0

This table should be read as follows: For new employees, a minimum age of 18 or less was required for 58.8 per cent, of positions now held by stenographers in Pryor.

Turnover. Table LXVI shows the estimated turnover for secretarial positions in the 4 communities. Estimated turnover was very similar in Pryor, Blackwell, and Creston but was almost twice as high in Monett.

TABLE LXVI
 TURNOVER IN SECRETARIAL POSITIONS

Secretarial Positions	Pryor Per Cent	Monett Per Cent	Blackwell Per Cent	Creston Per Cent
Stenographer				
Full-Time	53.8			34.4
Part-Time				88.8
Total			33.3	
Secretary				
Full-Time	12.5			29.3
Part-Time				66.6
Total			42.4	
Typist				
Full-Time	14.3			
Part-Time	66.6			
Total				
Total Turnover				
Full-Time	32.1			26.8
Total Turnover	33.9	69.4	39.2	33.3

This table should be read as follows: There was a net labor turnover of 53.8 per cent in full-time stenographic positions in Pryor.

CHAPTER VI

ADMINISTRATIVE POSITIONS

Number and Sex of Employees in Administrative Positions. As shows in Table LXVII, a total of 67 persons, including 66 men and one woman, were employed in administrative positions. There were 37 managers, 28 department managers, 1 circulation manager, and 1 assistant circulation manager.

Minimum Education Requirements for New Men Employees in Administrative Positions. There was no minimum education requirement specified for new men employees in 8, or 12.2 per cent, of the administrative positions now held by men; high school graduation was required for 58, or 87.8 per cent. These data are shown in Table LXVIII.

Minimum Education Requirements for New Women Employees in Administrative Positions. Table LXIX shows that high school graduation was the minimum education requirement for a new woman employee in the 1 administrative position now held by a woman.

Experience Requirements for New Employees. Table LXX shows that experience was required for new employees in 85 per cent of administrative positions.

Sex Preference. Table LXXI shows that men were preferred in 64, or 95.6 per cent, of the administrative positions. Women were preferred in 1, or 1.5 per cent, and no preference was stated for 2, or 2.9 per cent.

Minimum Age Requirement for New Employees in Administrative Positions. Table LXXII shows the minimum age requirements for new men employees in administrative positions. No minimum age requirement was stated for

TABLE LXVII

NUMBER AND SEX OF EMPLOYEES IN ADMINISTRATIVE POSITIONS

Administrative Positions	Full-Time		
	Men	Women	Total
Manager	36	1	37
Department Manager	28		28
Circulation Manager	1		1
Asst. Circulation Manager	1		1
Total	66	1	67

This table should be read as follows: Of 37 persons who were managers, 36 were men and 1 was a woman.

TABLE LXVIII

MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES IN
ADMINISTRATIVE POSITIONS NOW HELD BY MEN

Administrative Positions	Total Positions		No Minimum		High School	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Manager	36	100	3	8.4	33	91.6
Department Manager	28	100	5	17.8	23	82.2
Circulation Manager	1	100			1	100.0
Asst. Cir. Manager	1	100			1	100.0
Total	66		8		58	
Percentage of Total		100		12.2		87.8

This table should be read as follows: For new men employees in 36 positions for managers, there was no minimum education requirement for 3, or 8.4 per cent, and high school graduation was the minimum education requirement for 33, or 91.6 per cent.

TABLE LXIX

MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
IN ADMINISTRATIVE POSITIONS NOW HELD BY WOMEN

Administrative Positions	High School	
	No.	Per Cent
Manager	1	100

This table should be read as follows: For a new woman employee in the 1 manager's position now held by a woman, high school graduation is the minimum education requirement.

TABLE LXX
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES IN
ADMINISTRATIVE POSITIONS

Administrative Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Manager	37	100	30	81.1	7	18.9
Department Manager	28	100	26	92.9	2	7.1
Circulation Manager	1	100	1	100.0		
Asst. Cir. Manager	1	100			1	100.0
Total	67		57		10	
Percentage of Total		100		85.0		15.0

This table should be read as follows: Of 37 positions for managers, 30, or 80.0 per cent, require experience for new employees; 7, or 20.0 per cent, do not require experience.

TABLE LXXI
SEX PREFERENCE EXPRESSED BY EMPLOYERS FOR
EMPLOYEES IN ADMINISTRATIVE POSITIONS

Administrative Positions	Total Positions		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Manager	37	100	34	91.9	1	2.7	2	5.4
Department Manager	28	100	28	100.0				
Circulation Manager	1	100	1	100.0				
Asst. Cir. Manager	1	100	1	100.0				
Total	67		64		1		2	
Percentage of Total		100		95.6		1.5		2.9

This table should be read as follows: There were 37 positions for managers. Men were preferred for 34, or 91.9 per cent; women were preferred for 1, or 2.7 per cent; and no preference was expressed for 2, or 5.4 per cent.

TABLE LXXII

MINIMUM AGE REQUIREMENT FOR NEW MEN EMPLOYEES IN ADMINISTRATIVE POSITIONS

Administrative Positions	No Minimum	Per Cent	Age 18	Per Cent	20	Per Cent	21	Per Cent	22	Per Cent	25	Per Cent	30	Per Cent	Total
Manager	9	25.0	5	13.9							13	36.0	9	25.0	36
Department Manager	5	17.8					13	46.4			10	35.7			28
Circulation Manager													1	100.0	1
Asst. Cir. Manager					1	100.0									

This table should be read as follows: For new men employees in managerial positions, no minimum age requirement was given for 9 positions; 18 years was the minimum age requirement for 5 positions.

14, or 21.2 of the administrative positions. Eighteen years was the minimum age specified for 5, or 7.6 per cent; 20 years for 1, or 1.5 per cent; 21 years for 13, or 19.6 per cent; 25 years for 23, or 34.9 per cent; and 30 years for 10, or 15.2 per cent of the positions.

In only 19 of the administrative positions was a minimum age requirement of 18 years or less specified for new employees.

Minimum Age Requirements for New Women Employees in Administrative Positions. Table LXXIII shows that 18 years was the minimum age requirement for the one administrative position now held by a woman.

Turnover for Full-Time Administrative Employees. Table LXXIV shows there was an estimated turnover of 6.1 per cent in administrative positions.

Business Machines Used. Table LXXV shows that the adding machine, typewriter, and cash register were the business machines used by the largest number of administrative employees, although several other machines were used by some administrative employees.

Educational Achievements of Present Employees in Administrative Positions. Table LXXVI gives data showing that 57, or 85 per cent, of the present employees in administrative positions, are high school graduates. Fifteen, or 22.4 per cent, of those in administrative positions are graduates of Creston High School.

Table LXXVII shows that one person in an administrative position had completed 1 year in college, 3 had completed 2 years in college, 2 were college graduates, and 2 had attended business college.

TABLE LXXIII
MINIMUM AGE REQUIREMENT FOR NEW WOMEN EMPLOYEES
IN ADMINISTRATIVE POSITIONS

Administrative Positions	Age 18	Total
Manager	1	1

This table should be read as follows: Eighteen years of age was the minimum age requirement for a new woman employee in the 1 managerial position now held by a woman.

TABLE LXXIV

TURNOVER IN FULL-TIME ADMINISTRATIVE POSITIONS

Administrative Positions	Newly Employed			Separated			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Manager	2		2	2		2	0	5.4
Department Manager	2		2	2		2	0	7.1
Total	4		4	4		4	0	6.1

This table should be read as follows: Two men managers were newly employed and 2 men managers were separated from their jobs during the last year. There was a turnover of 5.4 per cent in full-time positions for managers.

TABLE LXXV

BUSINESS MACHINES OPERATED BY PERSONS IN ADMINISTRATIVE POSITIONS

Administrative Positions	Adding Machine	Typewriter	Cash Register	Calculator	Mimeograph	Comptometer	Addressograph
Manager	18	14	13	1	1	1	
Department Manager	4	6	2	2			
Circulation Manager	1	1					1
Asst. Cir. Manager	1	1					1
Total	24	22	15	3	1	1	2

This table should be read as follows: Eighteen managers used the adding machine, 14 used the typewriter, 13 used the cash register, 1 used the calculator, 1 used the mimeograph, and 1 used the comptometer.

TABLE LXXVI

NUMBER OF PRESENT EMPLOYEES IN ADMINISTRATIVE POSITIONS WHO ARE
HIGH SCHOOL GRADUATES AND NUMBER OF THESE WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Administrative Positions	Total Positions		Number of High School Graduates			Per Cent of Graduates			Creston High School Graduates			Per Cent of Creston High School Graduates in Positions			
	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal
Manager	36	1	37	31	1	32	86.1	100	88.8	6	6	16.6	16.1		
Department Manager	28		28	23		23	82.1		82.1	9	9	32.1	32.1		
Circulation Manager	1		1	1		1	100.0		100.0						
Asst. Cir. Manager	1		1	1		1	100.0		100.0						
Total	66	1	67	56	1	57				15	15				
Percentage of Total							84.9	100	85.0			22.7	22.4		

This table should be read as follows: Of the 37 managers, 31 men, comprising 86.1 per cent of the managers who were men, were high school graduates. Six men, comprising 16.6 per cent of the 36 managers who were men, were graduates of Creston High School.

TABLE LXXVII
 OTHER EDUCATIONAL ACHIEVEMENTS OF EMPLOYEES IN
 ADMINISTRATIVE POSITIONS

Administrative Positions	1	College			2
		2	3	4	Business College 2
Manager	1	2		1	
Department Manager		1		1	2
Total	1	3		2	2

This table should be read as follows: One manager had completed 1 year in college, 2 had completed 2 years, and 1 had completed 4 years.

CHAPTER VII
CLERICAL POSITIONS

Number and Sex of Clerical Employees. Table LXXVIII shows a total of 47 employees in clerical positions. Nineteen men, or 40.5 per cent, and 21 women, or 44.6 per cent, were employed in full-time positions, and 4 men, or 8.5 per cent, and 3 women, or 6.4 per cent, were employed in part-time positions. Twenty-seven were employed as general office clerks.

Minimum Education Requirement for New Men Employees in Clerical Positions. Table LXXIX shows that for new men employees in 23 clerical positions now held by men, there was no minimum education requirement in 3, or 13 per cent, and high school graduation was the minimum education requirement in 20, or 87 per cent.

Minimum Education Requirement for New Women Employees in Clerical Positions. Table LXXX shows that in 24 clerical positions now held by women there was no minimum education requirement for new women employees in 2, or 8.3 per cent, and high school graduation was the minimum education required in 22, or 91.7 per cent.

Experience Requirements for New Employees in Clerical Positions. Table LXXXI shows that employers required experience for new employees in 8, or 17 per cent of the clerical positions, and did not require experience in 39, or 83 per cent, of the clerical positions.

Sex Preference. Table LXXXII shows that employers preferred men for 14, or 29.8 per cent of the clerical positions, women for 13, or 27.6 per cent, and expressed no preference for 20, or 42.6 per cent. These data indicate that men and women have equal opportunity for employment in clerical positions in so far as sex preference is concerned.

TABLE LXXVIII

NUMBER AND SEX OF EMPLOYEES IN CLERICAL POSITIONS

Clerical Positions	Total		Full Time				Part Time				Combined			
			Men		Women		Men		Women		Men		Women	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
General Office	27	100	8	29.6	15	55.5	1	3.7	3	11.2	9	33.3	18	66.7
Shipping Clerk	9	100	6	66.7	1	11.1	2	22.2			8	88.8	1	11.2
Parts Clerk	2	100	2	100.0							2	100.0		
Mailing Clerk	1	100					1	100.0			1	100.0		
Posting Machine Op.	2	100			2	100.0							2	100.0
Proof Clerk	1	100			1	100.0							1	100.0
Vault and Transit	1	100	1	100.0							1	100.0		
Stock Clerk	2	100	2	100.0							2	100.0		
IBM Varitype Operator	2	100			2	100.0							2	100.0
Total	47		19		21		4		3		23		24	
Percentage of Total		100		40.5		44.6		8.5		6.4		49.0		51.0

This table should be read as follows: Twenty-seven persons were employed in General Office positions. Eight men, or 29.6 per cent, and 15 women, or 55.5 per cent, were employed full time. One man, or 3.7 per cent, and 3 women, or 11.2 per cent, were employed part time.

TABLE LXXIX
 MINIMUM EDUCATION REQUIREMENTS FOR NEW MEN EMPLOYEES
 IN CLERICAL POSITIONS HELD BY MEN

Clerical Positions	Total Positions		No Minimum		High School	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
General Office	9	100			9	100.0
Shipping Clerk	8	100	1	12.5	7	87.5
Parts Clerk	2	100			2	100.0
Mailing Clerk	1	100			1	100.0
Vault and Transit	1	100			1	100.0
Stock Clerk	2	100	2	100.0		
Total	23		3		20	
Percentage of Total		100		13.0		87.0

This table should be read as follows: High school graduation was the minimum education requirement for new men employees in 9, or 100 per cent, of the general office positions now held by men.

TABLE LXXX
 MINIMUM EDUCATION REQUIREMENTS FOR NEW
 WOMEN EMPLOYEES IN CLERICAL POSITIONS HELD BY WOMEN

Clerical Positions	Total Positions		No Minimum		High School Graduation	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
General Office	18	100	2	11.1	16	88.9
Shipping Clerk	1	100			1	100.0
Posting Machine Op.	2	100			2	100.0
Proof Clerk	1	100			1	100.0
IBM Varitype Op.	2	100			2	100.0
Total	24		2		22	
Percentage of Total		100		8.3		91.7

This table should be read as follows: For new women employees in General Office positions now held by women, there was no minimum education requirement for 2, or 11.1 per cent of the positions, and high school graduation was the minimum education requirement for 16, or 88.9 per cent of the positions.

TABLE LXXXI
 EXPERIENCE REQUIREMENTS FOR NEW
 EMPLOYEES IN CLERICAL POSITIONS

Clerical Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
General Office	27	100	6	22.2	21	77.8
Shipping Clerk	9	100			9	100.0
Parts Clerk	2	100	2	100.0		
Mailing Clerk	1	100			1	100.0
Posting Machine Op.	2	100			2	100.0
Proof Clerk	1	100			1	100.0
Vault and Transit	1	100			1	100.0
Stock Clerk	2	100			2	100.0
IBM Varitype Op.	2	100			2	100.0
Total	47		8		39	
Percentage of Total		100		17.0		83.0

This table should be read as follows: Of 27 General Office positions, experience was required for 6, or 22.2 per cent, and experience was not required for 21, or 77.8 per cent.

TABLE LXXXII

SEX PREFERENCE EXPRESSED BY EMPLOYERS FOR EMPLOYEES IN CLERICAL POSITIONS

Clerical Positions	<u>Total Positions</u>		<u>Men Preferred</u>		<u>Women Preferred</u>		<u>No Preference</u>	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
General Office	27	100	2	7.4	12	44.4	13	48.2
Shipping Clerk	9	100	7	77.8	1	11.1	1	11.1
Parts Clerk	2	100	2	100.0				
Mailing Clerk	1	100	1	100.0				
Posting Machine Op.	2	100					2	100.0
Proof Clerk	1	100					1	100.0
Vault and Transit	1	100					1	100.0
Stock Clerk	2	100	2	100.0				
IBM Varitype Op.	2	100					2	100.0
Total	47		14		13		20	
Percentage of Total		100		29.8		27.6		42.6

This table should be read as follows: There were 27 General Office positions. Employers expressed a preference for men in 2, or 7.4 per cent of the general office positions; they preferred women in 12, or 44.4 per cent; and they expressed no preference for 13, or 48.2 per cent.

Minimum Age Requirement for New Men Employees in Clerical Positions.

Table LXXXIII gives minimum age requirements for new men employees in the 23 clerical positions now held by men. There was no minimum age requirement for 6, or 26 per cent; 16 years was the minimum age requirement for 2, or 8.7 per cent; 18 years for 12, or 52.2 per cent; 20 years for 1, or 4.4 per cent; and 21 years for 2, or 8.7 per cent.

The minimum employment age for new men employees was 18 years or less for 86.9 per cent of the clerical positions now held by men.

Minimum Age Requirement for New Women Employees in Clerical Positions.

Table LXXXIV gives minimum age requirements for new women employees in 24 clerical positions now held by women. There was no minimum age requirement for 9, or 37.5 per cent; 16 years was the minimum age requirement for 1, or 4.1 per cent; 18 years for 13, or 54.3 per cent; and 21 years for 1, or 4.1 per cent.

The minimum employment age for new women employees was 18 years or less in 95.9 per cent of the clerical positions now held by women.

Estimated Turnover in Full-Time Clerical Positions. Table LXXXV shows that a total of 14 men and women were newly employed during the past year and 9 men and women were separated from their jobs. The result was a gain in employment of 5 people in clerical positions.

The estimated turnover in full-time clerical positions was 24 per cent.

Estimated Turnover in Part-Time Clerical Positions. Four persons were newly employed in part-time clerical positions and 1 person was separated from his job in a clerical position. The result was a gain of 3 persons in part-time clerical positions.

There was an estimated turnover in part-time clerical positions of 12.7 per cent. These data are given in Table LXXXVI.

TABLE LXXXIII
 MINIMUM AGE REQUIREMENTS FOR NEW MEN EMPLOYEES
 IN CLERICAL POSITIONS HELD BY MEN

Clerical Positions	No Minimum	Age 16	18	20	21	Total
General Office	4	1	2		2	9
Shipping Clerk			7	1		8
Parts Clerk			2			2
Mailing Clerk		1				1
Vault and Transit	1					1
Stock Clerk	1		1			2
Total	6	2	11	1	2	23
Percentage of Total	26.0	8.7	52.2	4.4	8.7	

This table should be read as follows: No minimum age requirement was given for 4 positions as general office clerks; 16 years was the minimum age requirement for 1 position; 18 years was the minimum age requirement for 2 positions; and 21 years was the minimum age requirement for 2 positions.

TABLE LXXXIV
 MINIMUM AGE REQUIREMENTS FOR NEW WOMEN EMPLOYEES
 IN CLERICAL POSITIONS

Clerical Positions	No Minimum	16	18	21	Total
General Office	6	1	10	1	18
Shipping Clerk			1		1
Posting Machine Op.			2		2
Proof Clerk	1				1
IBM Varitype Op.	2				2
Total	9	1	13	1	24
Percentage of Total	37.5	4.1	54.3	4.1	

This table should be read as follows: There was no minimum age requirement for new women employees in the 6 general office positions held by women.

TABLE LXXXV

ESTIMATED TURNOVER IN FULL-TIME CLERICAL POSITIONS

Clerical Positions	Newly Employed			Separated			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
General Office	2	9	11	2	5	7	4	30.0
Shipping Clerk					1	1	-1*	0
Parts Clerk	2		2	1		1	1	50.0
IBM Varitype Op.		1	1				1	0
Total	4	10	14	3	6	9	5	24.0

* Minus sign (-) indicates loss in employment.

This table should be read as follows: Two men and 9 women were newly employed in general office positions during the last year and 2 men and 5 women were separated from their jobs in general office positions. There was a turnover of 30.0 per cent in full-time general office positions.

TABLE LXXXVI

ESTIMATED TURNOVER IN PART-TIME CLERICAL POSITIONS

Clerical Positions	Newly Employed			Separated			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
General Office	1	2	3	1		1	2	25.0
Shipping	1		1				1	0
Total	2	2	4	1		1	3	12.7

This table should be read as follows: One man and 2 women were employed in general office positions during the last year and 1 man was separated from his general office position. There was a turnover of 25.0 per cent in part-time general office positions.

Business Machines Used. Table LXXXVII shows that 13 various business machines were used by persons in clerical positions. The adding machine and typewriter were the machines used by most clerical employees.

Educational Achievement of Present Clerical Employees. Table LXXXVIII shows that 43, or 91.2 per cent, of the present clerical employees were high school graduates. Thirty-five of these graduates are graduates of Creston High School.

Table LXXXIX shows that one clerical worker had completed one year of college, 2 had completed 4 years of college, and 1 had attended business college.

TABLE LXXXVII

BUSINESS MACHINES USED BY CLERICAL EMPLOYEES

Clerical Positions	Adding Machine	Typewriter	Cash Register	Calculator	Posting Machine Op.	Mimeograph	Comptometer	IBM Proof	Addressograph	Bookkeeping Machine	Ditto (Spirit Type)	IBM Varitype	Multilith	Dictaphone	Recordak
General Office	22	22	3	4	3	7	1	1	2	3					1
Shipping Clerk		3													
Parts Clerk	2	2	1												
Mailing Clerk									1						
Proof Clerk								1							
Vault & Transit		1								1					
IBM Varitype Operator		2										2	2		
Posting Machine Operator					1										
Total	24	30	4	4	4	7	1	2	3	4		2	2		1

This table should be read as follows: Twenty-two persons in general office positions used the adding machine.

TABLE LXXXVIII

NUMBER OF PRESENT CLERICAL EMPLOYEES WHO ARE HIGH SCHOOL GRADUATES AND THE
NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Clerical Positions	Total Positions			Number of High School Graduates			Per Cent of Graduates			Creston High School Graduates			Per Cent of CHS Graduates in Positions		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
General Office	9	18	27	9	17	26	100	94.4	96.3	6	12	18	66.7	66.7	66.7
Shipping Clerk	8	1	9	8		8	100		88.8	8		8	100.0		88.8
Parts Clerk	2		2	2		2	100		100.0	1		1	50.0		50.0
Mailing Clerk	1		1	1		1	100		100.0						
Posting Mach. Op.		2	2		2	2		100.0	100.0		2	2		100.0	100.0
Proof Clerk		1	1		1	1		100.0	100.0		1	1		100.0	100.0
Vault & Transit	1		1	1		1	100		100.0	1		1	100.0		100.0
Stock Clerk	2		2	2		2	100		100.0						
IBM Varitype		2	2		2	2		100.0	100.0		2	2		100.0	100.0
Total	23	24	47	21	22	43				16	19	35			
Percentage of Total							91.2	91.6	91.2				69.5	79.1	74.4

This table should be read as follows: Nine men and 18 women, a total of 27 employees, held general office positions. Of these 27 employees, 9, or 100 per cent, of the men and 17, or 94.4 per cent, of the women were high school graduates. Of these graduates, 6 men, comprising 66.7 per cent of all men general office employees, and 12 women, comprising 66.7 per cent of all women general office employees were graduates of Creston High School.

TABLE LXXXIX

OTHER EDUCATIONAL ACHIEVEMENTS OF CLERICAL WORKERS

Clerical Positions	1	2	3	4	Business College
General Office	1			2	1

This table should be read as follows: One person in a general office position had completed 1 year of college, 2 had completed 4 years of college, and 1 had attended business college.

CHAPTER VIII

MISCELLANEOUS POSITIONS

Number and Sex of Employees in Miscellaneous Positions. Table XC shows a total of 41 persons were employed in various miscellaneous positions. Miscellaneous workers included cashiers, tellers, warehousemen, interviewers, display workers, delivery men, and abstractors. In all, there were 29 men and 12 women in miscellaneous positions.

Thirty-five of the persons in miscellaneous positions were full-time employees and 6 were part-time employees.

Minimum Education Requirements for New Men Employees in Miscellaneous Positions. Table XCI shows the minimum education requirements for new men employees in 29 miscellaneous positions now held by men. There was no minimum education requirement for 3, or 10.3 per cent of these positions, and high school graduation was required for 26, or 89.7 per cent.

Minimum Education Requirements for New Women Employees in Miscellaneous Positions. Table XCII shows the minimum education requirement for new women employees in 12 miscellaneous positions now held by women. High school graduation is the minimum education requirement for new women employees in all miscellaneous positions.

Experience Requirements for New Employees in Miscellaneous Positions. Table XCIII shows that experience is required of new employees in 11, or 26.8 per cent, of the miscellaneous positions. Experience was not required for replacements in 30, or 73.2 per cent of these positions.

Sex Preference. Table XCIV shows that employers preferred men for 25, or 60.9 per cent, of miscellaneous positions, women for 4, or 9.7 per cent, and expressed no preference for 12, or 29.4 per cent.

TABLE XC

NUMBER AND SEX OF EMPLOYEES IN MISCELLANEOUS POSITIONS

Miscellaneous Positions										Full-Time	Part-Time
	Men	Women	Total	Men	Women	Total	Men	Women	Total		
Cashier	3	6	9		2	2	3	8	11	82.0	18.0
Teller	4	3	7				4	3	7	100.0	
Warehouseman	8		8				8		8	100.0	
Interviewer	1		1				1		1	100.0	
Displayman	1		1				1		1	100.0	
Deliveryman	8		8	4		4	12		12	66.7	33.3
Abstractor		1	1					1	1	100.0	
Total	25	10	35	4	2	6	29	12	41	85.3	14.7

This table should be read as follows: Three men and 6 women were employed as full-time cashiers, and 2 women were employed as part-time cashiers.

TABLE XCI
 MINIMUM EDUCATION REQUIREMENT FOR NEW MEN EMPLOYEES
 IN MISCELLANEOUS POSITIONS NOW HELD BY MEN

Miscellaneous Positions	Total Positions		No Minimum		High School Graduation	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Cashier	3	100			3	100
Teller	4	100			4	100
Warehouseman	8	100			8	100
Interviewer	1	100			1	100
Displayman	1	100			1	100
Deliveryman	12	100	3	25	9	75
Total	29		3		26	
Percentage of Total		100		10.3		89.7

This table should be read as follows: High school graduation is required for men replacements in all 3 positions as cashiers now held by men.

TABLE XCII

MINIMUM EDUCATION REQUIREMENTS FOR NEW WOMEN EMPLOYEES
 IN MISCELLANEOUS POSITIONS NOW HELD BY WOMEN

Miscellaneous Positions	Total Positions		High School Graduation	
	No.	Per Cent	No.	Per Cent
Cashier	8	100	8	100
Teller	3	100	3	100
Abstractor	1	100	1	100
Total	12		12	
Percentage of Total		100		100

This table should be read as follows: High school graduation is required for new women employees in all 8 positions for cashiers now held by women.

TABLE XCIII
EXPERIENCE REQUIREMENT FOR NEW EMPLOYEES
IN MISCELLANEOUS POSITIONS

Miscellaneous Positions	Total Positions		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Cashier	11	100	3	27.2	8	72.8
Teller	7	100	1	14.3	6	85.7
Warehouseman	8	100			8	100.0
Interviewer	1	100	1	100.0		
Displayman	1	100	1	100.0		
Deliveryman	12	100	4	33.3	8	66.7
Abstractor	1	100	1	100.0		
Total	41		11		30	
Percentage of Total		100		26.8		73.2

This Table should be read as follows: There are 11 positions for cashiers. For 3, or 27.2 per cent, of these positions, experience is required of new employees; for the remaining 8, or 72.8 per cent, experience is not required.

TABLE XCIV
SEX PREFERENCE EXPRESSED BY EMPLOYERS FOR
EMPLOYEES IN MISCELLANEOUS POSITIONS

Miscellaneous Positions	Total Positions	Men		Women		No Preference	
		No.	Per Cent	No.	Per Cent	No.	Per Cent
Cashier	11	2	18.2	4	36.4	5	45.4
Teller	7	1	14.3			6	85.7
Warehouseman	8	8	100.0				
Interviewer	1	1	100.0				
Displayman	1	1	100.0				
Deliveryman	12	12	100.0				
Abstractor	1					1	100.0
Total	41	25		4		12	
Percentage of Total			60.9		9.7		29.4

This table should be read as follows: There were 11 positions for cashiers. Employers preferred men for 2 of these positions, women for 4. For the remaining 5 positions employers expressed no preference for either men or women employees.

Minimum Age Requirement for New Men Employees. Table XCV gives data showing the minimum age requirement for new men employees in 29 miscellaneous positions now held by men. There was no minimum age requirement for 8, or 27.6 per cent, of these positions. Eighteen years was the minimum age for 12, or 41.3 per cent, of the miscellaneous positions; 20 years for 1, or 3.5 per cent; 21 years for 6, or 20.7 per cent; and 25 years for 2, or 6.9 per cent.

Minimum Age Requirement for New Women Employees. Table XCVI gives data showing the minimum age requirement for new women employees in the 12 miscellaneous positions now held by women. There was no minimum age requirement for 6, or 50 per cent. Sixteen years was the minimum age requirement for 3, or 25 per cent; 18 years for 1, or 8.3 per cent; and 25 years for 2, or 16.7 per cent.

Turnover in Full-Time Positions. Table XCVII shows that a total of 4 persons were employed and 4 were separated from their jobs during the preceding 12 months. There was no gain in these positions.

There was an estimated turnover of 11.4 per cent in the miscellaneous positions.

Turnover in Part-Time Positions. Table XCVIII shows that 8 persons were employed in part-time miscellaneous positions and 9 persons were separated from their positions. There was a decrease of one employee in miscellaneous positions.

There was a turnover of 123 per cent in part-time miscellaneous positions.

Business Machines Used. Table XCIX shows that persons in miscellaneous positions used adding machines, typewriters, cash registers, posting machines, IBM Proof Machines, and change makers.

TABLE XCV
 MINIMUM AGE REQUIREMENTS FOR NEW MEN EMPLOYEES IN
 MISCELLANEOUS POSITIONS

Miscellaneous Positions	No Minimum	Age				Total
		18	20	21	25	
Cashier	1				2	3
Teller	4					4
Warehouseman		8				8
Interviewer				1		1
Display			1			1
Delivery	3	4		5		12
Total	8	12	1	6	2	29
Percentage of Total	27.6	41.3	3.5	20.7	6.9	

This table should be read as follows: No minimum age requirement was specified by employers for one of the positions for cashiers; for the other 2, employers specified a minimum age of 25 years.

TABLE XCVI

MINIMUM AGE REQUIREMENTS FOR NEW WOMEN EMPLOYEES IN
MISCELLANEOUS POSITIONS HELD BY WOMEN

Miscellaneous Positions	No Minimum	Age			Total
		16	18	25	
Cashier	4	3		1	8
Teller	2			1	3
Abstractor			1		1
Total	6	3	1	2	12
Percentage of Total		50	25	8.3	16.7

This table should be read as follows: Of the 8 positions for cashiers held by women, there were 4 for which no minimum age requirement was specified for new women replacements; a minimum age of 16 years was required in 3 of these positions, and a minimum age of 25 years was required in 1.

TABLE XCVII
 TURNOVER IN FULL-TIME MISCELLANEOUS POSITIONS

Miscellaneous Positions	Newly Employed			Separated			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Cashier	1		1	1	1	2	-1	11.1
Warehouseman	1		1	1		1	0	12.5
Deliveryman	2		2	1		1	1	8.3
Total	4		4	3	1	4	0	11.4

This table should be read as follows: One man and no women were newly employed during the last year and 1 man and 1 woman were separated from their jobs as cashiers. There was a turnover of 11.1 per cent in full-time positions for cashiers.

TABLE XCVIII
 TURNOVER IN PART-TIME MISCELLANEOUS POSITIONS

Miscellaneous Positions	Newly Employed			Separated			Gain	Turnover Per Cent
	Men	Women	Total	Men	Women	Total		
Cashier	1	1	2		1	1	1	50.0
Deliveryman	6		6	8		8	-2	150.0
Total	7	1	8	8	1	9	-1	123.0

This table should be read as follows: One man and 1 woman were employed as cashier during the last year and no men and 1 woman were separated from their jobs as cashiers. There was a turnover of 50.0 per cent in part-time positions for cashiers.

TABLE XCIX
BUSINESS MACHINES USED

Miscellaneous Positions	Adding Machine	Typewriter	Cash Register	Posting Machine	IBM Proof Machine	Change Maker
Cashier	3	7	9			
Teller	6	7	1	6	6	3
Interviewer		1				
Total	9	15	10	6	6	3

This table should be read as follows: Three cashiers used the adding machine, 7 used the typewriter, and 9 used the cash register.

Educational Achievements of Present Employees. Table C shows that 23 men and 10 women employees in the 41 miscellaneous positions were high school graduates. A total of 80.5 per cent of all employees in miscellaneous positions were high school graduates. Seventeen of the 33 high school graduates employed in miscellaneous positions were graduates of Creston High School. Creston High School graduates held 41.4 per cent of the miscellaneous positions.

None of the employees in miscellaneous positions had attended any school other than high school.

TABLE C
NUMBER OF PRESENT EMPLOYEES WHO ARE HIGH SCHOOL GRADUATES
AND THE NUMBER OF THESE GRADUATES WHO ARE GRADUATES OF CRESTON HIGH SCHOOL

Miscellaneous Positions	Total Positions			Number of High School Graduates			Per Cent of Graduates			Creston High School Graduates			Per Cent of CHS Graduates in Positions		
	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal	Men	Women	To- tal
Cashier	3	8	11	3	6	9	100	75	81.7	1	3	4	33.3	27.2	36.2
Teller	4	3	7	4	3	7	100	100	100	2	1	3	50.0	33.3	42.8
Warehouseman	8		8	8		8	100		100	5		5	62.5		62.5
Interviewer	1		1	1		1	100		100						
Deliveryman	12		12	6		6	50		50	4		4	33.3		33.3
Displayman	1		1	1		1	100		100						
Abstractor		1	1		1	1		100	100		1	1		100.0	100.0
Total	29	12	41	23	10	33				12	5	17			
Percentage of Total							79.3	83.3	80.5				41.3	41.6	41.4

This table should be read as follows: Of the 11 persons in cashier positions, 3, or 100 per cent, of the men and 6, or 75 per cent, of the women were high school graduates. Of these graduates, 1 man, comprising 33.3 per cent of all men cashiers, and 3 women, comprising 27.2 per cent, of all women cashiers, were graduates of Creston High School.

CHAPTER IX

SUMMARY OF FINDINGS AND CONCLUSIONS

This study seeks to determine what business occupational opportunities exist for high school graduates in Creston, Iowa, and to determine what curriculum changes or modifications should be made in the business education department in order to better meet the requirements of both the high school graduates and the business firms of Creston, Iowa.

The data for this study were collected by means of interview schedules completed during personal interviews with the businessmen of Creston, Iowa.

General Findings

1. Of the 225 business firms on the original list, 85 employed no employees other than members of the owners' immediate families.
2. Of the 140 firms visited, 39, or 28.6 per cent, employed only 1 employee.
3. The 140 firms employed a total of 642 persons in sales and office positions, 526 of whom were full-time employees and 116 of whom were part-time employees.
4. High school graduation was the minimum education requirement for new men employees in 78.2 per cent of the store and office positions held by men.
5. High school graduation was the minimum education requirement for new women employees in 77 per cent of the store and office positions held by women.
6. Experience was required for new employees in 33.7 per cent of the store and office positions.

7. Of the 642 positions, men were preferred for 250 positions, women for 179, and no preference was expressed for 213.

8. Employers would employ persons 18 years of age or less in 504 of the 642 positions.

9. During the last 12 months, 180 employees were added by the business firms, and 109 were dropped. This resulted in an increase of 71 full-time employees. During the last year, 115 part-time employees were added to the business firms, and 84 were dropped. This is an increase of 31 part-time employees.

10. There was an estimated turnover of 20.7 per cent in full-time positions and an estimated turnover of 83.5 per cent in part-time positions.

11. Five hundred twenty-one of the employees were high school graduates.

12. Of the 521 high school graduates employed in sales and office positions, 232, or 44.5 per cent, were graduates of Creston High School.

13. Sixteen of the present employees had attended college for 1 year, 15 had attended college 2 years, 2 had attended college 2 years and 12 had attended college for 4 years. Twenty-four had attended business college, 2 had attended a cosmetic school and 1 had attended night school for 15 weeks.

14. Eighteen different business machines were used by store and office employees. The adding machine, typewriter and cash register were the machines used by the greatest number of employees.

Sales Positions

1. Three hundred fifty-two persons were employed in sales positions. This was 54.8 per cent of the total persons employed in store and office positions in Creston.

2. High school graduation was the minimum education requirement for new men employees in 69.3 per cent of retail sales positions now held by men.

3. High school graduation was the minimum education requirement for new women employees in 62.5 per cent of retail sales positions now held by women.

4. Experience is required for new employees in 21.8 per cent of the retail sales positions, and experience is required for new employees in 59.3 per cent of wholesale sales positions.

5. Men were preferred for 95, or 29.6 per cent, of retail sales positions; women for 80, or 25 per cent; and no preference was indicated for 145, or 45.4 per cent. Men were preferred for all wholesale sales positions.

6. A minimum age requirement of 18 years or less for new men employees was specified by employers for 81.6 per cent of sales positions now held by men.

7. A minimum age requirement of 18 years or less was specified by employers for new women employees for 90 per cent of sales positions now held by women.

8. There was an estimated turnover of 27.2 per cent in full-time sales positions and an estimated turnover of 79 per cent in part-time sales positions.

9. One hundred and fifty-five persons in sales positions used cash registers, 122 used typewriters, 5 used calculators, 2 used billing machines, and 1 used a posting machine.

10. Seventy-three and nine-tenths per cent of the employees in sales positions were high school graduates. Twenty-nine and five-tenths per cent of the total employees in sales positions were graduates of Creston High School.

Record-Keeping Positions

1. Sixty-nine persons were employed as record keepers. Twelve of these were employed as accountants and 57 as bookkeepers.
2. High school graduation was the minimum education requirement for new men employees in 90 per cent of the record-keeping positions now held by men.
3. High school graduation was the minimum education requirement for new women employees in 87.7 per cent of the record-keeping positions now held by women.
4. Experience is required for new employees in 47.8 per cent of the record-keeping positions.
5. Men were preferred for 20 record-keeping positions, women for 33, and no preference was expressed for 16.
6. A minimum age requirement of 18 years or less for new men employees was specified by employers for 11 of the 20 record-keeping positions now held by men.
7. A minimum age requirement of 18 years or less for new women employees was specified by employers for 37 of the 49 record-keeping positions now held by women.
8. There was an estimated turnover of 22 per cent in full-time record-keeping positions and 23.8 per cent in part-time record-keeping positions.
9. The adding machine, typewriter, and cash register were the business machines used by the largest number of record keepers.
10. Sixty, or 86.9 per cent, of the 69 persons employed in record-keeping positions had completed high school. Twenty-four, or 34.9 per cent, of the total record-keeping employees were graduates of Creston High School.

Secretarial Positions

1. Two men and 64 women were employed in secretarial positions. Forty of these persons were employed as stenographers, 24 as secretaries, and 2 of these as typists.
2. The minimum education requirement for new men employees in secretarial positions now held by men is 2 years of college for 1 position, and high school graduation for the other position.
3. High school graduation is the minimum education requirement for new women employees in 95.3 per cent of the secretarial positions now held by women.
4. Employers would require experience for new employees in 27.3 per cent of secretarial positions.
5. Employers expressed a preference for women in 72.7 per cent of the secretarial positions and expressed no preference for 27.3 per cent of the secretarial positions.
6. Eighteen years was the minimum age requirement for new men employees in the 2 secretarial positions now held by men.
7. Eighteen years or less was the minimum age requirement specified for new employees in 61 of the 64 secretarial positions.
8. There was an estimated turnover of 26.8 per cent in full-time secretarial positions and an estimated turnover of 83.3 per cent in part-time secretarial positions.
9. The typewriter, adding machine, calculator, and the mimeograph were business machines used by the largest number of secretarial employees.
10. All present employees in secretarial positions are high school graduates and 59 per cent of the present employees are graduates of Creston High School.

Administrative Positions

1. Sixty-six men and 1 woman were employed in administrative positions.
2. High school graduation was the minimum education requirement for new men employees in 87.8 per cent of the administrative positions now held by men and high school graduation was required for new women employees in the 1 administrative position now held by a woman.
3. Experience was required for 85 per cent of new employees in administrative positions.
4. Men were preferred for 95.6 per cent of the administrative positions, women in 1.5 per cent, and no preference was stated for 2.9 per cent.
5. For new men employees in administrative positions, a minimum age of 21 years or more was stated for 60.9 per cent. Eighteen years was the minimum age required for women replacements in the 1 administrative position held by a woman.
6. There was an estimated turnover of 6.1 per cent in administrative positions.
7. The adding machine, typewriter, and cash register were the business machines used by most of those employed in administrative positions.
8. Eighty-five per cent of present employees in administrative positions are high school graduates; and 15, or 22.4 per cent, are graduates of Creston High School.
9. One person in administrative positions had completed 1 year of college, 3 had completed 2 years of college, 2 were college graduates and 2 had attended business college.

Clerical Positions

1. Forty-seven persons were employed in clerical positions, with 40 in full-time positions and 7 in part-time positions.
2. High school graduation was the minimum education requirement for new men employees in 87 per cent of the positions held by men, and for new women employees in 91.7 per cent of the positions held by women.
3. Experience was required for only 17 per cent of new clerical employees.
4. Men were preferred for 14, or 29.8 per cent of the positions; women for 13, or 27.6 per cent; and no preference was expressed for 20, or 42.6 per cent.
5. The minimum age requirement for new men employees was 18 years or less in 86.9 per cent of clerical positions now held by men.
6. The minimum age requirement for new women employees was 18 years or less for 95.9 per cent of the clerical positions now held by women.
7. There was an estimated turnover of 24 per cent in full-time clerical employees.
8. There was an estimated turnover of 12.7 per cent in part-time clerical positions.
9. Thirteen different business machines were used by clerical employees.
10. Ninety-one and two-tenths per cent of the present clerical employees are high school graduates. Thirty-five, or 74.4 per cent, of the clerical employees are graduates of Creston High School.

Miscellaneous Positions

1. Forty-one persons were employed in miscellaneous positions.

2. High school graduation was the minimum education requirement for new men employees in 89.7 per cent of the miscellaneous positions held by men.

3. High school graduation was the minimum education requirement for new women employees in all miscellaneous positions held by women.

4. Experience was required for new employees in 26.8 per cent of the miscellaneous positions.

5. Men were preferred for 25, or 60.9 per cent of the miscellaneous positions; women for 4, or 9.7 per cent; and no preference was stated for 12, or 29.4 per cent.

6. The minimum age requirement for new men employees was 18 or less in 73.9 per cent of the positions held by men.

7. The minimum age requirement for new women employees was 18 years or less in 83.3 per cent of the positions held by women.

8. There was an estimated turnover of 11.4 per cent in full-time miscellaneous positions and an estimated turnover of 123 per cent in part-time miscellaneous positions.

9. Persons in miscellaneous positions used 9 different business machines.

10. A total of 33, or 80.5 per cent, of all employees in miscellaneous positions were high school graduates.

Conclusions

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

As only 7 of the 140 business firms in Creston employ 15 or more employees, it appears that most employees will perform many different duties; therefore students who plan to obtain employment in store and office positions should obtain varied rather than narrowly specialized business training.

As approximately one-half of the total employees were in sales positions, it seems apparent that there are more employment opportunities in the selling field for both men and women than in any other type of store or office position. The cooperative part-time distributive education program appears to be justified as there are more employment opportunities in sales positions than in any other type of position.

Since experience is required for 33.7 per cent of new employees, the cooperative part-time training program in distributive education and office training is filling a need in providing experience for high school students who are planning to seek employment in store or office positions.

As 36.1 per cent of all employees in store and office positions were graduates of Creston High School, it appears that a large number of Creston High School graduates obtain employment in Creston. Therefore the training given to the students of Creston High School should prepare them for employment in Creston.

More than two-thirds of the employees who have graduated from high school have not continued their formal education beyond high school graduation. The fact that their high school training has proved to be terminal for these employees—up to the present time, at least—indicates a need for thorough and adequate preparation for employment on the high school level.

As 34.9 per cent of persons employed in record-keeping positions were graduated from Creston High School, it appears that the teacher of bookkeeping should become familiar with bookkeeping methods and procedures employed by the business firms in Creston in order to better prepare students who plan to obtain employment in Record-keeping positions.

As employers stated that high school graduation is the minimum education requirement for 77.4 per cent of new employees in store and office positions, it is important to counsel students as to the importance of completing high school in order to obtain positions in stores or offices.

Although there are almost twice as many men accountants as there are women accountants, women bookkeepers outnumber men bookkeepers three to one.

Nearly all administrative positions are held by men. Only one woman held an administrative position.

The businesses included in the study employ approximately a third more men than women in sales positions.

In clerical positions, as a group, the number of opportunities for men is approximately the same as the number for women.

As no employer stated a preference for men in any secretarial position, it appears that little employment opportunity exists for men in secretarial positions.

Employers stated that they would employ persons 18 years of age or less in 78.5 per cent of the store and office positions. It appears that high school graduates would not, for the most part, be limited in employment opportunities because of age requirements.

There is considerable variation in turnover rates for full-time employees in different groups of positions, ranging from 27.2 per cent for sales positions to 6.1 per cent for administrative positions.

Since a large number of employees use various business machines, business machine training should be of value to many persons planning to seek employment in store or office positions.

As 69 per cent of employees in record-keeping positions use the typewriter, students who plan to obtain employment in record-keeping positions should take training in typewriting.

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APPENDIX

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Date of interview _____

Title of person interviewed: _____

Name of person interviewed:

A SURVEY OF SELECTED OFFICE AND STORE OCCUPATIONS
in
Creston, Iowa, 1950

Name of Firm _____ Address _____

Retail _____ Wholesale _____ Nature of Business _____

Definitions:

Stenographer - One who takes dictation from business executives and transcribes it and does other routine office duties.

Secretary - One who may take dictation from some executive and perform other duties which are semi-executive or administrative in nature.

Bookkeeper - One who records entries into books of original entry but does not make final reports.

Accountant - One skilled in the keeping, examination, adjusting and making reports from financial records.

Business Machines Used (Check numbers on questionnaire)

- | | |
|------------------------|----------------------------|
| 1. Typewriter | 7. Posting Machine |
| 2. Cash Register | 8. Mimeograph |
| 3. Adding Machine | 9. Ditto Machine (gelatin) |
| 4. Calculator | 10. Ditto Machine (spirit) |
| 5. Bookkeeping Machine | 11. |
| 6. Comptometer | 12. |

THESIS TITLE: A SURVEY OF SELECTED BUSINESS OCCUPATIONS
IN CRESTON, IOWA

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