

Personnel Control Policies
of the
Kansas City Department Stores

by

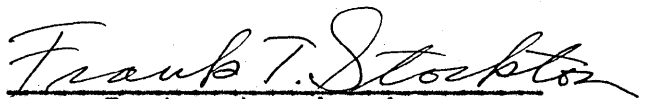
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Furthermore, I wish to thank the following executives for giving liberally of their valuable time for the interviews: Mr. Coulter, Superintendent, and Miss Green, Sales Promoter, of the John Taylor Dry Goods Company; Mr. Gregory, Superintendent, Mr. MacPherson, Assistant Superintendent, Mrs. Ellis, Educational Director, of the Jones Store Company; Mr. Slaughter, Personnel Director of the Emery, Bird, Thayer Company; Miss LaMourex, Personnel Director at Harzfelds; and Mr. Heath, Superintendent of the George B. Pecks Dry Goods Company.

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INTRODUCTION

The human factor in industry has been somewhat neglected in the past. It has been thought that the main consideration was that of securing efficiency in the machine process of production. The progressive business executive of to-day, however, is realizing that machine efficiency is somewhat constant, and the business firm that is to reap liberally the rewards of industry must consider the efficiency of the human factor. Consequently, the management in most effective industries have provided for solving the problems which arise from human relations by providing a personnel department whose chief duties are to study the requirements of each occupation, the careful selection of men for their work, their adequate training, the fixing of just wages, the maintenance of proper working conditions, the protection of their employees against undue fatigue, accidents, disease, and the demoralizing influences of a narrow and inadequate life, and the opening of a channel through which employees may reach the ear of the management for the expression of any dissatisfaction with its labor policies.

It is the purpose of this paper to survey the extent, method, and policies of the personnel work in the department stores of Kansas City, Missouri. The stores under consideration are, The Jones Store Company, Emery, Bird, Thayer, John Taylor's, George B. Peck's and Hartzfeld's.

MANAGERIAL ORGANIZATION

Personnel problems have existed in the department stores in Kansas City since their beginning, but in no department store does the management provide a personnel department that cares for all the problems of personnel. The functions are performed by a number of people, that is, the control is not of a concentrated type. Perhaps the reason for this is the newness of personnel management in the middle west.

In John Taylor's five people handle some phase of the personnel work. Mr. Lee, the general manager, has general charge of the work. Mr. Coulter, superintendent of the store, hires the selling staff, the non-selling staff, such as the porters, telephone operators, floormen, inspectors, and those in the mail order and delivery departments. The secretary of the store hires all of the office force. This system for taking care of the employment has been in effect for 15 years. Mrs. Allan teaches the employees what they call "system," which has to do with the routine duties of the sales people, such as making out sales tickets, general store rules, etc. Miss Green, whose title is sales promoter, has charge of the store classes for buyers, heads of departments, and promising salespeople.

The personnel procedure at Emery Bird's has been changed recently. Formerly a personnel manager was employed who had charge of the hiring, but in 1928 this was taken over by Mr. Wallace, the superintendent of the store. At present he has charge of the selection of all the employees except the executives. Executives are employed by the board of directors with his recommendations. Mr. Slaughter is in charge of education. These two men and their secretaries have complete control of the personnel policies.

In the Jones Store three people have to do with the personnel work. Mr. Gregory, the superintendent, hires all the selling, non-selling, and office staff, except the salespeople who are classified as "extra experienced." This group is composed of salespeople who have had experience in the store and who are needed as extra help. They are employed by his secretary. The training of the salespeople is conducted by Mrs. Ellis, the educational director. This method has been practiced by the Jones Store for ten years. It was installed because of the growth in the number of employees and the need for an educational program.

At Peck's, Mr. Heath, who is the employment manager, has charge of all the functions dealing with personnel. However, the store has no training program.

At Harzfeld's, Miss LaMourex is the personnel manager and performs the duties of hiring. She has an assistant who conducts the training of employees. All other duties of personnel are assumed by the superintendent, Mr. Seigle. At Harzfeld's, as in all the other stores, the executives are employed by the board of directors.

It seems to me that there should be some advantages in organizing a personnel department whose members would have only the problems of personnel. In each store the work is being handled by three or four persons who have had little training in personnel work, and who do not have the time to perform personnel duties because of the nature of their other duties.

RECRUITING AND PLACEMENT

The five department stores have on their regular force 2,200 salespeople, 325 people on the office staff, and 200 executives. Including the porters, elevator boys, telephone operators, inspectors, stock clerks, delivery and packing department people, and unskilled workers, the pay roll includes 3,500 people during the normal period. This number is increased to 6,000 during the "rush" seasons. Nearly all of the 2,500 extra employees required during the "rush" seasons are sales people. The store with the smallest average number of employees has 300 people on the selling staff, 50 people on the office staff, 30 people on the non-selling staff, and 30 executives. The largest average number on the payroll of any one store is 800 on the selling staff, 150 on the office staff, 200 on the non-selling staff and 50 executives.

Information for the need for more salespeople reaches the employment managers in the different stores in a number of ways. The Jones Store is the only firm that uses requisition blanks for extra help. It places a requisition blank pad in the hands of each department head. Each department in the store has the record of the sales for the previous year, also the amount of sales expected each day of the week. Each department is budgeted and the number of sales people allowed is

determined by the expected sales for that department. The sample requisition blank (Fig. 1) shows that on May 4th A. Johnson, who is the head of Department No. 64, is in need of more help. The estimated sales for that day is \$800.00, and he is asking for one more salesperson.

REQUISITION FOR EXTRA SALES PEOPLE

Dept. No. 64

Please furnish extra sales people for this department as per Memo. below:

283-1

Thompson - notified

Date required 5-4

Estimated Sales 800⁰⁰
(DEPT. TOTAL THIS DATE)

No. Extras required 1

Carbins
FLOOR SUPERINTENDENT

A. Johnson
DEPT. MANAGER

DEPARTMENT MANAGER PLEASE FILL OUT AND SIGN ABOVE

THIS DATA TO BE FURNISHED BY SUPTS. OFFICE

REASON HELP IS REQUIRED THIS DATE.

No. employed same day last year 9

No. regulars working now 5

No. to be added 1

Average sales per person _____

Special Sales

[Signature]

F. 499-250 BKS.-5-28

Authorized

4835-MFD. BY THE BALTIMORE SALESBOOK CO., BALTIMORE, MD.

Fig. 1

The department manager in each case indicates the reason why more help is needed. In this case a special sale on a few items is being made. The department manager, after indicating the above outlined information, tears the original copy from his book and gives it to the floor superintendent, who "O. K's" it by writing his

name in the space left for his signature. On this particular requisition, the department head has indicated that he would like to have Thompson as a salesperson in his department if possible. The floor superintendent takes all the requisitions for extra help to the employment manager before ten in the morning. The employment manager checks over the records, and finds that nine people were working in this particular department the same day last year. He also notes that there are five regulars working in the department now. He authorizes the employment of another salesperson, and notifies Thompson to report to the time-keeper for a time card. If Thompson is not available, some other salesperson is called. The superintendent of the Jones Store, who has charge of the hiring states that he is in constant touch with 250 extra people who could be hired within 30 minutes notice.

The need for salespeople in the other stores reach the employment manager by word of mouth from the heads of the departments. Sometimes the department heads go to the employment managers office; at other times the telephone is used.

In no store has there been a job analysis made, consequently, they have no job specification blanks.

The executives in charge of employment all indicated that inasmuch as their establishments were small, they were familiar with all the departments, and that a specification blank is not necessary.

All of the stores indicated that whenever possible it was their policy to fill the positions of responsibility from the present force by promotion. One employer says that promotion from the ranks tends to have a very desirable effect on the employees. Three indicated that they made efforts to hire friends of the present employees. The other two indicated that if they did hire friends of the employees, they did not do so because of the firendship.

Vacancies in the sales force are filled almost entirely from voluntary applications. Three of the stores have occasionally utilized the services of private employment agencies. Institutions of learning furnish a very few of the employees. The office force in most of the stores is recruited from business colleges. Two firms reported that they have advertised in the newspapers for some of their employees. Blind advertisements are never used. No employees are recruited through churches, lodges, welfare boards, or charitable institutions. All of the stores have a few persons in their

employ who belong to labor unions. These people are listed among the non-selling staff. No firm hires organized labor to fill the ranks of the selling or office staff.

The employment offices in most of the stores have large waiting rooms, equipped with long benches. The employment office at Emery Bird's has glass partitions which make it possible for the applicants to see the employment manager interview others before their turn. I think this helps the applicant to feel more at ease. In the waiting rooms at the Jones Store many inspirational posters and plaques are visible. One poster in particular I thought quite effective because it depicted three athletes beginning a race. In large bold type was written, "Any man can start a job but it takes a good man to finish a job right. Are you a good starter and a good finisher?" In other parts of the room the following other slogans are visible, "Dimes are the daddies of dollars." "Ten 10¢ leaks loses somebody a dollar."

There are no particular hours at Harzfeld's when the employment manager interviews applicants. Miss LaMourex explained that many worth-while applicants would be lost if she did not interview them as they came. All other stores hire their help in the morning from 9 to 11.

All applicants are required to fill out an application blank. The blanks vary somewhat but in general they are very similar. The application blank of Pecks and Harzfelds (Fig. 2) is the same except the name of the firm. The Jones Store (Fig. 3) has two cards, the yellow card for women and the white for men. The John Taylor (Fig. 4) and Emery Bird Thayer (Fig. 5) blank resemble each other closely. The Emery Bird blank probably is most complete so I shall describe it.

Application blanks are divided into five parts, the first part deals with questions of a personal nature, the second part with questions relating to the work, part three asks questions about the educational preparation, part four deals with questions relative to the experience of the applicant, and the fifth part asks for references.

Emery Bird's blank first shows a preliminary statement making it clear to the applicant that the position which may be given is only temporary, and that the firm reserves the right to dispense with services at any time, either for cause brought about by the applicant, or by a change in business conditions which would make the services rendered unnecessary. It is made clear to the applicant that if by any act on her part it becomes necessary to dismiss her the persons whom she gave as reference will be notified.

APPLICATION FOR POSITION

HARZFELD'S

Date _____

Name _____ If married give former surname _____ Husband's Name _____

Address _____ Nationality _____ Age _____ Married

Live at home Telephone _____ Height _____ Weight _____ Single

Keep house Education _____ What language besides English do you speak _____ Divorced

Board _____ Widow

Position Desired _____ Who recommended you to us? _____

PREVIOUS RECORD [last position first]

NAME OF EMPLOYER	ADDRESS	DATE EMPLOYED		KIND OF BUSINESS	POSITION	DEPT	SALARY	WHY LEFT
		From	To					

Give Name and Address of Character References

Fig. 2

Date..... Dept..... No.....

Signature of Applicant.....

Address.....

Phone No..... Date of Birth..... Single.....

Married..... Widow..... Widower..... Dependents.....

Education..... Nationality.....

Native or Foreign Born..... Declarant..... 2nd Papers: Yes-No

Position Applied for..... Wages Desired.....

In What Department Are You Experienced?.....

Do You Board, Keep House or Live at Home?..... Have You Friends or

Relatives in Our Organization?..... Have You Ever Been in

Our Service Before?..... Why Did You Leave?.....

F143 [OVER]

Men's Application Blank

Fig. 3

APPLICATION FOR POSITION



2

Date employed _____

Dep't. _____

Salary _____

Approved _____

Name _____

Address _____

Live at home Telephone _____

Keep house

Board Education _____

Position Desired _____ Who _____

PREVIOUS R

NAME OF EMPLOYER	ADDRESS

Give Name and _____

Fig. 2

Date..... Dept..... No.....

Signature of Applicant.....

Address.....

Phone No..... Date of Birth..... Single.....

Married..... Widow..... Widower..... Dependents.....

Education..... Nationality.....

Native or Foreign Born..... Declarant..... 2nd Papers: Yes-No

Position Applied for..... Wages Desired.....

In What Department Are You Experienced?.....

Do You Board, Keep House or Live at Home?..... Have You Friends or

Relatives in Our Organization?..... Have You Ever Been in

Our Service Before?..... Why Did You Leave?.....

F143 [OVER]

F143 Womens Application Blank [OVER]

Men's Application Blank

Fig. 3

APPLICATION FOR POSITION



2

Name _____

Address _____

Live at home Telephone _____

Keep house

Board Education _____

Position Desired _____ Who _____

Date employed _____

Dep't. _____

Salary _____

Approved _____

PREVIOUS R

NAME OF EMPLOYER	ADDRESS

Give Name and _____

Fig. 2

Nearest Relative's Name.....

Nearest Relative's Address.....

Previous Employment.

Employer..... Address.....

Length of Service—From..... To.....

Worked as..... Reason for Leaving.....

Employer..... Address.....

Length of Service—From..... To.....

Worked as..... Reason for Leaving.....

Employer..... Address.....

Length of Service—From..... To.....

Worked as..... Reason for Leaving.....

F143 [OVER]

Our Service before..... Why Did You Leave.....

F143 [OVER]

Men's Application Blank

Fig. 3

Application For Employment
John Taylor Dry Goods Co.

Date _____

Name _____ Age _____

Address _____ Tel. No. _____

Education _____ Position Desired (In order of choice)

_____ 1 _____

Salary _____ 2 _____

Requested _____ 3 _____

Which Church Do you Attend? _____

Present Employment _____

Were you ever _____

in our employ? _____ When? _____ Position? _____ Salary? _____

Do you live at home? _____ Board? _____ Keep house? _____

Are you married? _____ Single? _____ Divorced? _____

Whom do you support other than self? _____

Whom do you know in our store? _____

REFERENCES

Former Employers	Length of Service	Why released	Salary
1 _____	_____	_____	_____
2 _____	_____	_____	_____
3 _____	_____	_____	_____

Give name under which you worked if different from above _____

PERSONAL REFERENCES

- 1 _____
- 2 _____
- 3 _____

Date employed _____ Dept. _____ Salary _____

Fig 4

NOTICE TO APPLICANT

Any position which may be given you upon this application may be temporary only, and should we wish to dispense with your services at any time after date of engagement, or should we wish to adopt vacations to suit business conditions we shall feel at perfect liberty to do so. This notice is given inasmuch as we usually do not dismiss except for cause. Should we employ you, we shall consider it our right and duty to notify any or all to whom you have referred us, of any act, which in our opinion would justify your dismissal.

Emery, Bird, Thayer Co.

Section _____ Employed _____ Rate _____
Do Not Write Above This Line.

To enable us to get the replies to our inquiries promptly, from those to whom you refer us, answer each question fully and accurately.

Date _____ 191 _____ If Telephone? No. _____

Name in Full _____ Age _____ Nationality _____

For what position do you apply? _____ Salary expected? _____

With what lines of merchandise are you familiar? _____

Have you ever been employed by EMERY, BIRD, THAYER Co., and if so When? _____ In what section? _____

When did you leave? _____ Why? _____

How many depend upon you for support? _____ Are you in good health? _____

Have you any defects in sight, hearing, speech or limb? _____

Have you ever been in arrears or default in any previous employment? _____ Do you smoke cigarettes? _____
(To Male Applicants)

Are your habits sober and temperate and have they always been so? _____
(To Male Applicants)

Have you any unpaid bills? _____ Are you single, married or divorced? _____

If married and not living with your husband will he, or if divorced, will your former husband annoy you should you secure a
(To Female Applicants)

position in our store? _____ Are you living with parents, relatives or boarding? _____

When you finished school, in what grade were you? _____

Have you ever been engaged in speculation, and do you occasionally speculate? _____
(To Male Applicants)

Can you give as reference any one in the employ of EMERY, BIRD, THAYER Co., and if so, who? _____

Would you consider it your duty to report promptly to the superintendent any act or conduct on the part of your fellow employes that in your judgment was detrimental to the interests of our business? _____

Give names of your parents: {
 Father _____ Address _____
 Mother _____ Father's Business _____

If married, husband's business? _____
(To Female Applicants)

Write on the next page in regular order the names and addresses of all your former employers, etc.

(OVER)

TO ENABLE US TO GET THE REPLIES TO OUR INQUIRIES PROMPTLY FROM THOSE TO WHOM YOU REFER US, ANSWER EACH QUESTION FULLY AND ACCURATELY.

Give names and addresses of EVERY person or firm you have worked for. Commence with the first and mention all up to the present time.		Dept. you were in and position you occupied.	Salary Received	TIME EMPLOYED				REASON FOR LEAVING
				FROM		TO		
				Month	Year	Month	Year	
1st.	THEIR NAME	Their City and Street No. Street No.						
		City						
2nd		Street No.						
		City						
3rd		Street No.						
		City						
4th		Street No.						
		City						
5th		Street No.						
		City						
6th		Street No.						
		City						

I have not worked for any person or persons whose name does not appear above.

Write in the spaces below names and addresses of persons in good standing (not relatives or former employers) who have known you for a number of years, and can vouch for your honesty, character, etc.

Names of References	Their City and Street No.	Their Occupation	No. of Years Acquainted With You

I hereby certify that the above statements and the answers to the foregoing questions are true and correct, and agree if appointed, to abide by all rules and regulations now in existence or which may hereafter be created, also to faithfully and honestly discharge the duties assigned to me to the best of my ability.

Name _____

(Signature of Applicant)

Kansas City Address _____

The questions of a personal nature will be discussed first. The applicant is asked for the name in full, the age, and the nationality. She is then asked if she has any one depending on her for support, if she is in good health, and if she has any defects in sight, hearing, speech, or limb. Male applicants are asked if he smokes cigarettes, whether he has ever been engaged in speculation, or if he speculates occasionally. He is asked if his habits are sober and temperate. Female applicants are asked if married and not living with their husband will he, or if divorced, will your former husband annoy you should you secure a position in the store. Married women are also asked their husbands business. All applicants are asked if they have unpaid bills, if they are single, married or divorced, and if they are living with their parents, relatives or boarding.

The first question relating to the work asks the applicant for what position she is applying and what salary she expects to receive. She is asked with what lines of merchandise she is familiar.

The only question asked relative to education is what grade the applicant was in when she finished school.

That part of the blank which deals with the experience first asks the applicant to give the names and addresses of all employers, the department in which she has had

experience, the salary received, the length of time employed, and the reason for leaving each store. She is then asked if she has ever been employed by Emery Birds, and if so when, and in what department. If she has had experience with Emery Bird's when did she leave and for what reason.

The reference section of the blank asks for names and addresses of four persons, who are not relatives nor former employers, who can vouch for the honesty and character of the applicant. Space is provided for the applicant to list the occupation of the persons given for reference and also to indicate the number of years the applicant has been acquainted with each person.

After giving this information the applicant signs a statement certifying that the answers and statements given on the blank are true and correct, and that if appointed she will abide by all rules and regulations now in existence, or any which may hereafter be created, also to faithfully and honestly discharge the duties assigned to her to the best of her ability.

Employees who are making application for re-engagement are not required to fill out a regular application blank. It is the practice at Emery Bird's to fill out an application for re-engagement, (Fig. 6) which indicates the department, and the length of time the

APPLICATION FOR RE-ENGAGEMENT

NOTICE TO APPLICANT

Any position which may be given you upon this application may be temporarily only, and should we wish to dispense with your services at any time after date of engagement, we shall feel at perfect liberty to do so. This notice is given inasmuch as we do not usually dismiss except for cause. Should we re-engage you, we shall consider it our duty to notify any or all to whom you have referred, of any act which in our opinion, may justify your dismissal.

DATE.....192.....

Emery, Bird, Thayer Company

I was formerly in the employ of Emery, Bird, Thayer Co., in the capacity of
 Dept. and left 192..... on account of.....

Give below names and addresses of EVERY person or persons you have worked for SINCE LEAVING OUR EMPLOY up to the present time.

NAMES OF EMPLOYERS	CITY AND STREET ADDRESS	DEPARTMENT YOU WERE IN	SALARY RECEIVED	TIME EMPLOYED		REASONS FOR LEAVING
				From Mo. & Yr.	To Mo. & Yr.	

I have not worked for any person or persons, since leaving your employ, whose name does not appear above.

I hereby certify that the above statements are true and correct, and pledge myself, if re-appointed, to faithfully and honestly discharge my duties assigned me to the best of my ability.

.....
Signature of Applicant.

Re-Engaged for Date Rate Address

applicant has worked for the firm. Also request is made for a list of all employers, departments worked in, salary received, time employed, and reasons for leaving all firms that has been worked for since leaving the employ of Emery Bird Thayer.

In most of the stores the references are consulted as soon as applications is made for a position. Harzfelds, however, often do not consult the references until the vacancy occurs. Most stores have a blank form which is sent to the people listed for reference. The John Taylor rating card (Fig.7) asks the person to rate the applicant on ability, honesty, satisfaction as an employee, the reason for leaving and the length of service. A space is left for remarks.

Form 36

John Taylor Dry Goods Co.

RECORDED	
SEARCHED	
INDEXED	
SERIALIZED	
FILED	
MAY 19 1937	
FBI - NEW YORK	

Fig. 7

applicant has worked for the firm. Also request is made for a list of all employers, departments worked in, salary received, time employed, and reasons for leaving all firms that has been worked for since leaving the employ of Emery Bird Thayer.

In most of the stores the references are consulted as soon as applications is made for a position. Harzfelds, however, often do not consult the references until the vacancy occurs. Most stores have a blank form which is sent to the people listed for reference. The John Taylor rating card (Fig.7) asks the person to rate the applicant on ability, honesty, satisfaction as an employee, the reason for leaving and the length of service. A space is left for remarks.

Form 36

John Taylor Dry Goods Co.

1034 to 1040 Main St. 1017 to 1023 Baltimore Ave.
KANSAS CITY, MO.

Date _____

Messrs _____

Dear Sir:—

M _____ who states that — he has been in your employ _____ in _____

Dep't has applied to us for position as _____

Will you kindly give us in strict confidence your opinion of this person. Indicate by "X" marks in diagram below, record as you know it.

Yours very truly,

JOHN TAYLOR DRY GOODS CO.

ABILITY	HONEST	SATISFACTORY EMPLOYEE	END OF SERVICE	LENGTH OF SERVICE
Good	Yes	Yes	Left of own Accord	Years
Fair	No	No	Discharged	Months
None		Fair		

REMARKS

Signed _____

The Jones Store Company's rating card, (Fig. 8) in addition to the above information, asks for a rating on the general character of the applicant.

STRICTLY CONFIDENTIAL

In our service from.....

To.....

Employed as.....

.....

Ability.....

.....

General character.....

.....

Reason for leaving.....

.....

Additional information.....

.....

.....

.....

.....

.....

.....

Signed.....

F8-5M'

Fig. 8

The employment managers place much weight upon the replies received from the references, particularly if the employee is to be hired for work in the same sort of department as one in which he has had experience.

The Jones Store Company's rating card, (Fig. 8) in addition to the above information, asks for a rating on the general character of the applicant.

To.....

GENTLEMEN:

M.....

Address.....

in your service from.....to.....

.....

as.....

under.....

has applied to us for a position as.....

.....

and states that we may refer to you for such information as we may require.

Will you be kind enough to fill out spaces on the reverse side of this inquiry, and give us, in addition, any information which may be of interest to us? A prompt reply will be appreciated by both the applicant and the writer, as we desire to avail ourselves of this person's services, and cannot do so until our information files are complete.

Thanking you for this courtesy, and assuring you that we will be pleased to reciprocate at any time, we are

Very truly yours,

THE JONES STORE CO.

Signed.....

Fig. 8

The employment managers place much weight upon the replies received from the references, particularly if the employee is to be hired for work in the same sort of department as one in which he has had experience.

Generally speaking, the applicant is given one personal interview. The number of interviews depends upon the position to be filled and also upon the type of applicant.

The qualities looked for in the applicant depend upon the position to be filled. For executive positions poise is quite necessary, also the ability to inspire confidence in the employees. It was my privilege to witness the handling of a case which required much tact, no temper and the forcefulness so necessary for executives. A customer burst into the superintendents office unannounced, stating that she was "plenty mad" She was interested in having one of the salespeople "fired," because of some misunderstanding in the purchase of dishes. The salesperson was called, and very tactfully the executive brought the buyer and salesperson together, and a \$115.00 sale was affected. Generally speaking, the office help and cashiers are individuals who are more interested in things than people.

For salespeople the first requirement mentioned by all five employment managers was appearance. One manager explained that it was not a matter of expensive clothes, but a question of how the clothes were

being worn by the applicant. Each employment manager mentioned that intelligence and the ability to use correct English was a characteristic looked for in salespeople. Employment managers seem to agree that after handling salespeople for a few months their ability could be determined to a large extent by the initial interview. Of course they admitted that sometimes they were mistaken on some applicants.

The characteristics looked for in applicants vary with the departments. If a vacancy occurs in the shoe, furniture, or men's furnishing departments, for example, the employer naturally looks for a man to fill the place. If it is a vacancy in the ladies ready-to-wear department he tries to secure younger women who are well developed, and who wear their clothes well. He tries to keep the selling staff in the womens coat department filled with girls who are the strongest physically in the store, for after an hour of lifting the heavy coats on and off the customers only the strongest can survive. One manager says, "We just use a little common sense in placing our salespeople; we don't try to place a large, coarse woman in the hosiery or jewelry department. We try to keep the salespeople consistant with the goods."

In none of the five stores are all of the applicants placed on the waiting list, but a certain group of "eligibles" are placed on a waiting list to be called when a vacancy arises.

Two stores give a physical examination to all of their employees. These physical examinations are administered by the hospital departments consisting of the store doctors and nurses. Some employees are reluctant about the examinations, but in each case the employment manager explains that it is for their own protection as well as the protection of the store to know that they are working with people who have all passed the physical examination. Of course the results of the examination are kept strictly confidential. The heart, feet, eyes, throat, ears and teeth of the employee are examined. The examination also includes a diagnosis for communicable diseases. Special care is taken to locate any tubercular employees. A "follow up" is seldom made; occasionally, if an employee is suspected of having a communicable disease an examination is made.

In one of the other stores all of the employees who are in the department serving food and drinks are examined periodically. In the other two stores no

physical examination has ever been administered on the ground that it is a waste of time and money.

The Missouri Workmans Compensation Law requires the stores to keep a record of the correct names and addresses of each of the employees, and the dependents, if any.

In making it clear to the employee exactly who are dependents the Jones Store dependent blank (Fig.9) explains in the following words, "The word "dependent" is construed to mean a relative by blood or marriage who is actually dependent for support, in whole or part, upon your wages. The following persons shall

Kindly fill in the information requested below, before you start to work.

Name

Address

OccupationNationality

DEPENDENTS

NAME	ADDRESS	AGE	RELATION

Date.....Signature.....

SUPERINTENDENT'S CLERKS—A card must be filled out for every person placed on our payroll, without exception, and filed alphabetically. The files must be cleared and checked every 60 days. (Over)

Fig. 9

physical examination has ever been administered on the ground that it is a waste of time and money.

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In making it clear to the employee exactly who are dependents the Jones Store dependent blank (Fig.9) explains in the following words, "The word "dependent" is construed to mean a relative by blood or marriage who is actually dependent for support, in whole or part, upon your wages. The following persons shall

REGISTRATION CARD—(DEPENDENTS OF EMPLOYEES)

Date.....

We are required by the Missouri Workmen's Compensation Law, to keep a record of the correct names and addresses of each of our employees, and his dependents, if any. The word "dependent" is construed to mean a relative by blood or marriage who is actually dependent for support, in whole or part, upon your wages.

The following persons shall be conclusively presumed to be totally dependent for support upon an employee in the following order:

A wife upon a husband legally liable for her support.

A natural, or adopted child or children, whether legitimate or illegitimate, under the age of eighteen (18) years, or over that age if physically or mentally incapacitated from wage earning and dependent upon the employee, with whom he or she is living.

It is necessary that this record be kept accurate, and therefore it is imperative that you notify the office should there, at any time in the future, be a change in your residence, or in the number or status of your dependents.

Yours very truly,

THE JONES STORE CO.

Form 2.

(Over)

Fig. 9

be conclusively presumed to be totally dependent for support upon an employee in the following order: A wife upon a husband legally liable for her support. A natural, or adopted child or children, whether legitimate or illegitimate, under the age of (18) eighteen years, or over that age if physically or mentally incapacitated from wage earning and dependent upon the employee, with whom he or she is living."

The Jones Store Company blank asks in addition to the names and dependents, the occupation and nationality of the employee. The John Taylor blank, (Fig. 10) in addition to the names, addresses and dependents list, asks the telephone number, whether married or single, and a record of the nature of any accident and the period of disability. No intelligence or achievement tests are used in any of the stores

4113-11-28			
EMPLOYEE'S DEPENDENTS RECORD			
SECTION	P. R. No.	DATE	19
NAME		AGE	
ADDRESS		TEL. No.	
NATIONALITY	MARRIED		SINGLE
DEPENDENTS			
NAME	ADDRESS	AGE	RELATION
Should any change occur in the above list of dependents, I agree to give written notice to the Superintendent's Office at once.			
Signed _____			

Fig. 10
-31-

in the hiring process. The John Taylor Company, however, administers an eye test and a hearing test to all the selling force. The eye test is particularly for color-blindness. A stop watch is used in determining whether the employee has defective hearing.

A character analysis through psychiatry or phrenology is not attempted in the hiring process. The employment managers seemed somewhat skeptical about these methods of analyzing character. However, one store employed the services of a psychiatrist for a three weeks period two years ago. The experiment was of practically no value to the store.

Two of the five employment managers say that they employ quite a number of salespeople with no experience. One goes so far as to say that in a large number of cases the salespeople in their store who were the most efficient were those who were inexperienced. He says that in their store they did not wish to develop "sales grabbers" and that some of the experienced salespeople whom he had hired were over zealous in their attitude toward sales to the degree that they became inefficient as salespeople.

The other three employment managers say that they try to have experienced salespeople always, but when they

expanded their sales force for "rush" season sales, they were forced to hire many who had had no experience. It is the practice of most of the stores to carry the salespeople, who have had no experience, on the "extra" force, to be used for a few days each month until they have had enough experience to be placed on the regular force. The experience requirements differ somewhat with the department, consequently, if a vacancy occurs in some department an experienced salesperson is necessary. Many of the office staff and non-selling staff in all of the stores come into the organization without any previous experience. Often salespeople are taken from the floor and placed in the office sorting checks and doing other routine work, finally being worked into the office staff.

There are no formal educational requirements, except in one store, where graduation from the elementary school is a prerequisite in the selling, non-selling or office staff. The lower age requirement to some extent is governed by the child labor law of Missouri. If a store hires a boy or girl between the ages of 14 to 16 a work permit must be secured from the superintendent of schools. Two stores attempt to fill their junior department with workers 14 years of age or over. The

other stores do not hire any worker unless he has reached the age of 16 or has finished the elementary school. The ages among the selling staff range from 18 to 55 years of age. The range in the office staff is from 20 to 45 years of age. The non-selling ages range from 16 to 65. There is no maximum age for hiring. Generally the employment manager is interested in recruiting the force in such a manner as to maintain a low average age. However, one manager says, "We are not running away from age as many of our best men and women are those over 45." Generally, men who are over 45 are not hired but men in the employ are kept until they are much over 60. During the rush seasons the same procedure is practiced relative to hiring as in normal seasons. The age and educational requirements remain the same in all stores.

Generally the employee is informed whether she is hired at the time of the interview. Many times the information comes to the applicant by telephone or postal card.

The employee is introduced to her work in Peck's store in the following manner: After the employee is hired by the employment manager she is assigned a locker, given a key, and told where the locker room is located. After finding her locker, by asking employees

along the way, she is instructed to go to the department for which she is hired. There she is introduced to the work by being shown the stock, prices, and how to make out the sales tickets, by either the assistant head of the department, or one of the sales force.

Induction at Emery Bird's differs somewhat in that the employee is assigned to the work by the employment manager. The employment manager introduces the employee to the time-keeper. Then the employment manager accompanies the employee to the floor and department in which he is to work, introduces him to the floorman and finally to the head of the department, who introduces him to the other members of the department and shows her the nature of the work.

The employee is introduced to the work in the other stores, John Taylors, Harzfelds and Jones in a similar manner. The employee goes directly from the employment managers office to the educational department. However, before leaving the employment managers office at John Taylors the employee is given two cards, one to be presented to the time-keeper and the other to the floorman. The time-keepers card indicates the section in which the employee is to work, the date she begins, the name, address and telephone number and also the rate of selling

cost percent. Space is also available to indicate whether or not the employee has ever been employed by John Taylors, and also the section left and the reason for leaving. The sample card (Fig. 11) indicates that Jean Day on January 6, 1930 was re-employed to sell in Section 46. It states her residence and telephone number and shows that she was employed in the store in November, 1929, and that she was separated from Section 46 because of the need of reducing the selling force. The card shows that the selling cost in this department is four percent.

TAKE THIS TO TIME-KEEPER

BEGIN IN SECTION 46 NO. 53 DATE 1/6 1930

NAME Jean Day

ADDRESS 4612 Main TEL. NO. WP 16958

RATE 4.075 IF IN OUR EMPLOY BEFORE, WHEN Nov 1929

TRANS.						
DATE						
ADVANCED						
DATE						

REMARKS

12-6-28-4159

Fig. 11

The floormanager's card addresses the floormanager and states that the bearer of the card has been employed for, re-engaged for, or transferred to a certain section.

The floormanager is instructed to see that the employee is properly introduced in the section and instructed as to the requirements and business rules. The floormanager is given instruction to report regularly to the superintendent relative to the employees progress. Thus, on on sample card (Fig. 12) Mr. Coulter instructed John Swift, the floormanager, that the bearer of the card has been employed for Section 62, that her register number is 162, and that her locker is 312.

12-6-28-4159

TAKE THIS TO THE FLOORMANAGER

Mr. John Swift

Bearer has been { employed for } Section 62
~~re-engaged for~~
~~transferred to~~

See that he or she is properly introduced in the Section, instructed as to our Requirements and Business Rules; and report regularity of his or her progress to the Superintendent.

Register No. 162 Locker No. 312 Coulter

Fig. 12

When the employee has reached the educational department she is greeted by Mrs. Ellis in the Jones Store; Miss LaMourex's assistant at Harzfelds, and Mrs. Allan at the John Taylor Company. The educational

directors in their respective stores teach the employees the "store system." The educational directors then introduce the employee to the floormangers, who in turn introduce the employee to the head of the department for which she is hired. The head of the department familiarizes the employee with the stock and the other salespeople in the department.

As regards a follow-up, two personnel managers indicate that they personally manage to talk a few minutes with new employees during their first week of work. As far as possible, the interview is held about the second day. The other employment managers say that follow-ups were unnecessary since the new employee is under constant supervision by the head of the department who reports the progress of the employee to the employment manager and that the efficiency of the salesperson is shown by her sales. In the office the rating is determined by the office manager.

Generally speaking, new salespeople are placed in departments where they are needed at the time of hiring. Many times some particular department will need more salespeople during certain hours of the day or certain seasons of the year. Three of the five stores have what they call the contingent force or "flying squadron," generally composed of older employees

with experience in many departments and who migrate throughout the store and work in any department where the need seems the most urgent. However, occasionally promising salespeople sometimes are placed on the contingent force first.

If the "follow up" reveals the fact that the salesperson is not producing in the department two of the stores endeavor to transfer the salesperson to a department where she will be able to sell. If the salesperson is interested particularly in certain merchandise these two stores, where ever possible, transfer the employee to the department of her interest.

In the other three stores the management makes very little change from the original placement. One employment manager said, "We very seldom change them from one department to another; if we did, we would be changing all the time because of disgruntled people who, no matter where we changed them, would never be satisfied." Other employment managers, however, take the attitude that if an employee is dissatisfied he may report to the employment manager, and if the request for transfer is reasonable it should be made as soon as convenient.

EDUCATION AND TRAINING

Generally, when we think about a person's qualifications for a certain position, the first consideration is to ask how much training has he had. After interviewing the employment managers in the department stores we found that, except in John Taylor's where elementary school graduation is a prerequisite, there were no educational requirements in Kansas City.

Considering the fact that all stores hire employees who have had no previous experience, it would seem that the average employee who comes into the department store in Kansas City lacks the preparation necessary to discharge her duties effectively. If the employee is to receive the training necessary for efficiency, it is necessary for the department store to provide it. Four of the five stores have provided for this need by installing an educational department, headed by a director. The manager of the other store realizes the value of an educational department but states that the store does not have the facilities, or the space necessary to provide for such a department. The extent and method for taking care of the education and training of the employees in the department stores vary in the four stores. However, all the managers say that each

year they are spending more time and money in the educational department.

In three of the four stores the personnel manager plans and administers the educational program. In the other store the general manager, the sales promoter and the personnel manager plan the program. The personnel manager and the sales promoter administer it.

In most cases the employees are very enthusiastic about the educational program. They are interested in anything that will help them sell more goods. Sometimes, however, if the information imparted is offered in an extremely formal manner in which there is no opportunity for the employees to express themselves, they do not register much interest. Generally speaking women are more in sympathy with the educational development than are men. One type of employee whose interest is somewhat hard to enlist is the head of a department who has occupied this position for a number of years and who feels that "the old way is the best way, regardless." An example of this attitude was related by an educational director who had just introduced into the store a class for buyers and heads of departments. The class meetings were generally held about a month before the buying season in order to familiarize the department buyers with the styles and fabrics that were to be in high

favor for the coming season. When asked to come to these meetings, one of the old department buyers replied that she didn't know whether she could get there or not, asking the director if anything worth while was to be presented. If not, she did not deem it necessary to leave her department. It is the custom in some stores to have afternoon teas for department buyers. The material and styles are presented to them at this time. It seems to me that it should not be necessary for the management to "bait" the department managers by giving teas in order to present the material. Neither should the management tolerate an attitude such as indicated above.

If the management were to make it definitely clear to department heads that it provides the services of the education director at a great cost, and that it is behind this director in everything that she presented, it would tend to make her work much easier in dealing with heads of departments and buyers who are in a rut.

The major educational activities in the department stores take the form of classes. There are two types of classes: one is the class in store "system," the other deals with all other phases of department store education. The stores offer no instruction except

that which has some direct bearing on the work to be done. If an employee is taking courses outside the store, his record card does not show this interest in educational advancement. The management in two of the stores sometimes help the employee pay for a course taken outside the store, by bearing a part of the cost of the course. The course, however, must have some direct bearing upon the work that the particular employee is doing in the store. For example, John Taylor paid one-half or \$5.00 of the cost of the salesmanship course, recently given in Kansas City by C. P. Brewer under the auspices of the Extension Division of the University of Kansas. About fifty people from the store took the course. A personnel manager of another department store said that they loaned their employees the \$10.00 to take the course if they did not have the money to spare, subject to repayment within a reasonable length of time.

The classes in "system" given to the employees are administered immediately after he is hired. The educational director takes the new recruits from the office of the employment manager and when all new employees are hired for the day she conducts the class. Sometimes this class is very small, amounting in some cases to individual instruction, and at other times, during the

"rush" seasons, as many as 75 are in the class. The educational director teaches the employee how to make out the sales tickets, C. O. D. tickets, charge tickets, and all the other types of tickets. She shows them how to make the extensions, how to get the goods to the wrapping department, or how to wrap them herself, the procedure in getting the cash to the cashier, and getting the change back to the customer. The recruits are then given some general information about the store rules, when to be on duty, what kind of clothes to wear, and how to ring in and out on the time clock. The initial system class generally takes about 45 minutes, and it is given on the store's time.

In two of the larger stores, where the classes are large during the rush seasons, the management has provided large blackboards and charts showing the sales books and all types of blanks which the employee will be required to fill out. The educational director places in the hands of each recruited salesperson copies of the blank forms and as she fills in the models on the blackboard charts, they fill in the blanks that she has given them. This procedure is based upon the sound psychology that we learn by doing.

The initial lesson given the cashier takes some-

what longer than 45 minutes; generally an hour is spent. The recruit is taught how to ring up all types of sales, receipts, and disbursements. The instruction to the cashier cannot be given in classes, as only one cash register is provided in each of the educational departments of the stores. After the employee is told and shown how to ring up each transaction and how to make the proper change, the director then gives the recruit an opportunity to show what she has learned.

In all the four stores that have educational departments recruits attends about two classes in "system." In the Jones Store they are brought back repeatedly if they continue to make mistakes on sales tickets. This store has a system whereby the auditing department and delivery department check back to the educational director any mistakes found. The delivery boys are given 10 cents every time they report a mistake in an address back to the delivery department head. This, of course, goes against the record of each sales making the mistake. The sample blank (Fig. 13) shows the report that is sent from the delivery department each day to the educational director. In analyzing the blank, we find that on April 17, 1930, the delivery department found ten errors made by the salespeople.

4/19/30

	ERRORS	61-2	64-6	67-5	76-1	88-4	89-3	50-1	18-5	16-2	14-1																	
1	Wrong Price																											
2	No Price																											
3	Mdse. not properly listed																											
4	Erasure not O.K.																											
5	Two addresses not O.K.																											
6	Future Del. not O.K.																											
7	Damaged Mdse. not O.K.																											
8	Wrong Mdse.																											
9	Short Mdse.																											
10	Own goods not listed																											
11	Omitted Value of own goods																											
12	Omitted Dept. No.																											
13	Omitted Clerk No.																											
14	Omitted Date																											
15	Wrong Date																											
16	Held Mdse. not O.K.																											
17	Enclosed Mdse. not listed																											
18	Name & Address not written on enclosed package																											
19	No reason for allowance																											
20	Allowance not O.K.																											
21	No Packing Memo.																											
22	No. pieces not listed																											
23	"Del. On" not O.K.																											
24	Reason for O.K. not checked																											
25	Straight C.O.D. not O.K.																											
26	Free Mdse. not listed																											
27	Will Call incomplete																											
28	Incomplete Sales check																											
29	Pencil writing on duplicate check not O.K.																											
30	Wrong Address																											
31																												
32																												
33																												
34																												
35																												
36																												
37																												
38																												
39																												
40																												
41																												
42																												

-46-

FIG. 13

Salesperson No. 2 in Department No. 61 did not indicate the number of pieces to be delivered; salesperson No. 6 in Department No. 64 did not complete the sales check; No. 5 in Department No. 67, and No. 1 in Department 26 gave the wrong address on the sales check; salesperson No. 4 in Department No. 28 changed the figures on the duplicate with pencil, they did not correspond with the original bill; salesperson in department 29 failed to make out a C. O. D. ticket properly; salesperson No. 10 in Department No. 50 failed to write the name and address on the enclosed package; salesperson No. 5 in Department 18, and No. 1 in Department 14, omitted the salespersons number.

The sample blank (Fig. 14) shows the report that if forwarded from the auditing department each day to the educational director. Analyzing this blank we find the salespeople, their respective departments, and the type of error checked opposite their numbers. It is evident from this report that most mistakes made on sales tickets are "wrong extensions." The summary errors have reference to the mistakes made on the blank that is handed in each day by the salesperson as a summary of sales.

After these reports from the auditing and delivery department come in, the educational director places the information on individual sheets, one for each employee,

Charge

ERROR REPORT

DEPT. NO. _____

SALES NO. _____

Date

4-17-30

SUMMARY ERRORS	/ / / / / / / / / / / / / / /												
	1 Omitted Book No.												
2 Omitted Dept. No.													
3 Omitted Clerk No.													
4 Omitted Date													
5 Impossible to Read	✓												
6 Wrong Addition													
7 Not Totaled													
8 No Tally Sent to Audit													
9 Checks Not Voided													
10 Amt. of Sale Omitted	✓												
11 Amt. of Sale Incorrectly Entered	✓												
12 Amount Opposite Wrong No.													
13													
14													
15	13-1	1-2	62-4	62-4	90-52	62-4	13-1	44-7	44-3	35-3	4-1	34-3	35-52
SALES CHECK ERRORS	13-1	1-2	62-4	62-4	90-52	62-4	13-1	44-7	44-3	35-3	4-1	34-3	35-52
16 Clerk's No. Illegible													
17 Omitted Clerk No.													
18 Omitted Dept. No.													
19 Omitted Date													
20 Figures Illegible													
21 Wrong Extensions	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
22 Void Check Not O. K.													
23 Void Check Not Sent to Office													
24 Erasure Not O. K.													
25 Wrong Address													
26 Wrong Addition													
27 Wrong Subtraction													
28 Omitted Price Each													
29 No Reason for Allowance													
30													
31													
32													
33													

-48-

Fig. 14

summarizing the number and character of mistakes made by each individual salesperson. Each salesperson gets a statement showing the type and number of mistakes that he made during the month.

If a salesperson makes as many as three mistakes in a week he is brought into the class, and given his lesson in system over again. Many times in these follow-up classes in system experts from the wrapping department give demonstrations.

Most department stores secure the services of the "Retail Store Shopping Service." This organization sends out expert shoppers who buy goods from certain salespeople on whom the management is interested in securing reports. The goods are bought by the shopper and a complete report of the efficiency of the salespersons is made. The goods remain in the store, and the report goes to the educational director. The sample blank (Fig. 15) shows that on May 11, 1929, at 10:55, a shopper visited the book department and made a purchase from salesperson No. 50. The report shows that the customer was not waited on promptly, but had to wait three minutes. The reason for the delay, however, was that the salesperson was busy with other customers. The salesperson's approach was, "Have you

RETAIL STORE SERVICE

KANSAS CITY, MO.

Was store properly ventilated? Yes

PAID, FIRST

PAID, SECOND

\$20	\$10	\$5	\$2	\$1	\$	Sil.	50c	25c	10c	5c	1c	\$20	\$10	\$5	\$2	\$1	\$	Sil.	50c	25c	10c	5c	1c

Remarks: Check with exchange.

1 Book \$2.00
 Exchanged for 1 Book \$2.45
 Paying difference of .45

Book shopper purchased was plainly marked \$2.75. When package was opened, price had been written over making price \$2.45. Box containing book was marked \$2.45, but book was not shown to shopper in a box.

Fig. 15

been waited on?" Her appearance was neat, and she was courteous and interested. When she received the money for the goods she repeated the amount received, and when the change came back the money part of the transaction was repeated. The salesperson willingly showed the merchandise asked for, but failed to show or suggest other merchandise. She thanked the shopper but failed to ask him to call again. The shopper indicated that the clerk had just a fair knowledge of the stock displayed, but that the selling effort was good. There was no indication that the salesperson was inefficient or that she in any way neglected or improperly treated the shopper.

RETAIL STORE SERVICE

KANSAS CITY, MO.

Store Jones Store Co.,

Address

Date May 11, 1929 A.M. 10:55 P.M. No. V-5

Dept. Book Salesperson's No. 50 Or Description:

Sex Weight Additional:

Age Eyes

Height Hair

Service by salesperson prompt? No-3 minutes.

Cause of delay Other customers.

Salesperson's approach "Have you been waited on?"

Salesperson's appearance Neat

Was salesperson—Courteous—Interested—Indifferent

Did salesperson repeat amount received? First Yes Second Yes

Did salesperson willingly show merchandise? Yes

Did salesperson show other merchandise or suggest other purchases? No

Did salesperson thank shopper? Yes

Did salesperson ask shopper to call again? No

Knowledge of stock displayed—Thorough Good Fair*
Limited None

Selling effort? Very good Good Limited None

If salesperson inefficient, or in any way neglected or improperly treated shopper, state particulars:

Would shopper voluntarily return to this salesperson to make purchase for self? Yes

Who, if anyone, other than salesperson, had anything to do with transaction? Floorman.

Character of such service? Helped make exchange check

Was there delay other than by salesperson? No

Cause?

Was department attractive? Yes If not, what was wrong?

Were display cases and fixtures attractively arranged? Yes

Was store properly ventilated? Yes

PAID, FIRST											PAID, SECOND												
\$20	\$10	\$5	\$2	\$1	\$	Sil.	50c	25c	10c	5c	1c	\$20	\$10	\$5	\$2	\$1	\$	Sil.	50c	25c	10c	5c	1c

Remarks: Check with exchange.

1 Book \$2.00
 Exchanged for 1 Book \$2.45
 Paying difference of .45

Book shopper purchased was plainly marked \$2.75. When package was opened, price had been written over making price \$2.45. Box containing book was marked \$2.45, but book was not shown to shopper in a box.

The shopper said that he would voluntarily return to this salesperson to make a purchase for himself. The floorman helped the salesperson make the exchange check as the transaction involved an exchange of a book worth \$2.00 for one worth \$2.45, the shopper paying the 45 cents in cash. There was no delay other than that caused by the salesperson. The cases and fixtures were attractively arranged, the department was attractive, and the store was properly ventilated.

In some of the department stores the educational director collects the reports on the mistakes made by the sales people, as revealed by the retail store service blanks, and the reports from the delivery and auditing departments. The salesperson who are guilty of the greatest number of mistakes are called together and the director points out their errors and teaches them how to be more efficient in the future.

Besides the classes in "store system," other meetings are held in each store. In one store in particular the heads of the departments and buyers are brought together in a meeting. The department heads and buyers meetings are generally held from 8:00 to 8:30 in the morning, or from 4:30 to 5:00 in the afternoon. The meetings are generally held once each week

and last from 30 minutes to an hour. The sales promoter generally conducts the meetings, sometimes, however, a stylist from a New York firm who sells merchandise to this particular store takes charge of the meeting and presents advance information relative to styles for the next season. Many times demonstrators show the application of a certain product that the store sells. Much of the time of these meetings is taken by an analysis of the reports from lost sales records. Each day every salesperson makes out a daily lost sales and stock report which is handed to the buyer of the department each evening. He writes his comments opposite each item, and the blank is sent to the sales promoter. The sample blank (Fig. 16) states that on April 12, 1930, salesperson No. 56 lost a sale because the department was

DAILY LOST SALES		FORM 18
2		
	REGULAR MDSE. OUT OF STOCK	
1	<i>Antique Paris Perf. ordered</i>	
2		
SIGNED <i>L. P. Rice</i>		

Fig. 16

and last from 30 minutes to an hour. The sales promoter generally conducts the meetings, sometimes, however, a stylist from a New York firm who sells merchandise to this particular store takes charge of the meeting and presents advance information relative to styles for the next season. Many times demonstrators show the application of a certain product that the store sells. Much of the time of these meetings is taken by an analysis of the reports from lost sales records. Each day every salesperson makes out a daily lost sales and stock report which is handed to the buyer of the department each evening. He writes his comments opposite each item, and the blank is sent to the sales promoter. The sample blank (Fig. 16) states that on April 12, 1930, salesperson No. 56 lost a sale because the department was

DAILY LOST SALES		FORM 18
DATE	4/12/30	SALES PERSON NO. 56
STOCK OUT		BUYER'S COMMENTS
1	Viegay (Beauty) Powder	ordered
2		
3		
NOT CARRIED		
1	15 th Sep th South Beach	Too many were there
2		
3		
DAILY STOCK REPORT		
REGULAR MDSE. LOW		
1	Beauty Powder	will order
2		
REGULAR MDSE. OUT OF STOCK		
1	Anty's Paris Perfume	ordered
2		
SIGNED <i>L. P. ...</i>		

out of Veigay (Brunette) Face Powder. The buyers comment shows that the merchandise had been ordered. The salesperson also lost another sale because she did not carry Tek toothbrushes. The buyer says that he does not wish to order because they already have too many varieties of toothbrushes in stock now. The sales person also says that the stock is low on Armands Powder; the buyer makes a memorandum that he will order. Cotys Paris perfume is regular merchandise which is out of stock but has been ordered.

Each month the daily lost sales reports are recapitulated into one large report for each department, showing how many sales were lost, on what day they were lost, and on what articles. The particular articles and number of sales lost furnish abundant material for comments from the personnel manager.

Besides the buyers meetings most of the stores have department meetings. Sometimes these meetings are expended to include all departments selling closely related articles, such as all "ready-to-wear" departments. The salespeople are assembled and the educational director conducts classes in business English, including a study of words that are the most effective in sales talks, and in the pronunciation of French terms.

Many times the topic of salesmanship is discussed in department meetings. Miss Green, sales promoter in John Taylors, is using as a text "Retail Selling," written by Helen Rich Norton of the Prince school in Boston, and also "The Elements of Salesmanship" by P. W. Ivey.

Discussions of styles and fabrics often take much of the time devoted to the classes. Articles from the trade journals also form a valuable part of the class discussion. The Gilmore Training Service is subscribed for at Harzfelds. This service costs \$120.00 a year, and four lessons are sent each month. The lessons are discussed each week, generally on Thursday and Friday. In both John Taylors and Harzfelds a motion picture machine is used to show production processes and fabrication. Department meetings are held in two of the stores before they open for business in the morning, and in the other two stores during the afternoon on Thursday and Friday. There is no penalty if the classes are missed, except the disfavor of the department head. Usually there is very little trouble in enlisting the interest of all in the departments. The classes are usually informal, the employees taking a part in the discussion. The tests of their results are the sales records and the reports from the shopping service.

There is no educational program for executives.

No shorthand or typewriting examinations are ever given to the stenographers or office staff, nor are the public or professional schools utilized to train employees.

All five stores have bulletin boards distributed at various places throughout the store. In all five stores bulletin boards are located near the time clocks. In one store I noticed the time clock itself was being used for a bulletin board. Bulletin boards are also located in the employees' rest room, in the lunch room, and near the time-keepers desk. The material posted on the bulletin boards vary from store to store: the menu that is being served in the cafeteria is posted each day in one store; notices of meetings, new store policy, and new plans also find their place on the boards in the various stores. The announcement of social activities is often made through the medium of the bulletin board. Besides the employee's bulletin boards, every store has bulletin boards near the elevator upon which are posted the stores advertisements in the daily papers, depicting the bargains for the day.

Only two of the five stores print a store paper or store letter. These stores print the paper weekly, and it is distributed in the pay envelope. The sample paper, (Fig. 17) "Mongst Us," issued June 11, 1930,

behind that counter had failed to understand that merchandise properly displayed and properly kept was one-half sold.

You can take a table of shirts and have them displayed in an attractive manner at regular price, and you can take the same kind of shirts and throw them into a jumble on another table, where they look soiled and mussed, at one-half the price of those on the table next to it, and the well displayed table will get the crowds every time.

Price is not the thing that always sells merchandise; this has been proven in our own store by several departments. It is the display of merchandise—displaying it so that it will attract even those who sell it.

THINK THIS OVER — Then get busy and get your merchandise displayed so that it will attract the customer's attention.

Our Inexpensive Dress Shop now has some of the smartest looking dresses that conform to the summer dress regulations, both at \$16.75 and \$25.00. You will find cool white crepes and shantung and sheer dark colored chiffons and georgettes—with either long or elbow sleeves. If you have any difficulty in finding just the thing you want, Mrs. Malloy will gladly help you. And remember, *you* save 20%!

—::—

Word was received last week from Miss Gladish that Bobby, their fine Spitz dog, died while they were in Boston. Miss Gladish and her sister are on a six weeks' motor trip and had Bobby with them.

Fig. 17

was printed and distributed by Harzfelds. It first calls the attention of the employee to the fine values in the Inexpensive Dress Shop, describing the garments and calling the attention of the employee to the fact that she saves twenty percent. Personals are included. A statement is made relative to the winners of the sales contest which was held on the third floor June 4,

Listed below are the prize winners in the sales contest on the 3rd floor:

June 4th

Harrison	\$2.00
Stevens50
Pepperdine50

June 5th

Pepperdine	\$2.00
Willis50
Stevens50

June 6th

Pepperdine	\$2.00
Richardson	1.00

—::—

“Displaying Merchandise”

Quite recently, while talking to a salesmanship instructor, the talk turned to, as to what effect a display of merchandise had upon its sale.

We walked through the store in which we were, to see just what effect well displayed merchandise had on sales.

In this store, we came to a department where the merchandise was very attractively displayed, and around this merchandise there were customers, many of them. This merchandise was not reduced in price, but was very tastefully displayed. It had attracted customers just as molasses attracts bees. While on a counter just opposite this particular department, there was a big display of merchandise at reduced prices. This merchandise, however, was anything but attractively displayed. The price was attractive but there was no crowd about it. The merchandise was seasonable — merchandise which should have been in demand, but the salesperson

Fig. 17

was printed and distributed by Harzfelds. It first calls the attention of the employee to the fine values in the Inexpensive Dress Shop, describing the garments and calling the attention of the employee to the fact that she saves twenty percent. Personals are included. A statement is made relative to the winners of the sales contest which was held on the third floor June 4,

5, and 6. The names of the winners and the amount of prize money received is included. Then appears an article explaining the value of the proper displaying of merchandise, followed by statements in bold type, "Think this over." "Then get busy and get your merchandise displayed so that it will attract the customers attention." Many times salesmanship tips are included in the paper, and problems of the store are discussed.

Harzfeld's have a novel method of getting the employee to think about the problems of the store. Almost every week a prize is announced, through the medium of the paper, to the employee who suggests the best solution to a store problem. The prize is generally \$5.00. A pad of the blanks, such as the sample shown, (Fig. 18) and a locked suggestion box are located near the time clocks. The suggestor writes the problem, his method of solving it, tears the stub from the blank and places the blank in the box, retaining the stub. The contents of the suggestion box are gathered each week and the winners number with the problem and solution is printed in the paper.

The Jones Store has a large library of 1500 books which are available for the employees. A majority of the books are fiction, but there are at least fifty books on salesmanship and efficiency.

No. 171

RECEIPT

Retain this stub;
awards are given
only on its pre-
sentation.

No. 171

SUGGESTION BOX

The problem of: _____

is solved by the following suggestion:

Numbers, not names are used, so there will be no favoritism shown
in the selection of the winning suggestions.

Fig. 18

Emery Bird Thayer's has a circulating library of about 1000 books, most of which are fiction. The library at Jones is located in the educational department; at Emery Bird's in connection with the book department of the store. Peck's has no library. The libraries at John Taylor's and Harzfeld's consists of about 25 books each. They are located in the offices of the educational director in each of the stores. The books in these stores are all of a professional nature. The educational directors in all the stores have access to trade journals. Some stores subscribe to foreign publications, particularly to style magazines from Paris, France.

Two stores have merchandise manuals in their library which describe, give the history, and tell the construction of all merchandise handled in the store. The merchandise manual is not as effective as it was ten years ago, one of the educational directors explained. This is because new merchandise is being placed on the market each year and old merchandise is being dropped from the stock. Consequently, a better service is the loose-leaf service which furnishes a page for each new product placed on the market. When a product has lost its place in the market its page in the manual is removed, thereby keeping the manual up-to-date.

When asked to what extent the store employees used the store library, the educational directors replied, "Very seldom." Readings are not required in any store and the employees are not interested in doing anything that is not required. The fact that the library is located in the offices rather than the rest rooms, in some of the stores, would have a tendency not to attract the attention of the employees.

When asked how much the education and training cost the store each year, no one seemed to know. The time lost from active work on the floor and the cost of

maintaining educational facilities apparently have not been considered. The only clue on the cost that I could get was the fact that the salary of educational directors varied from \$45.00 to \$75.00 per week.

ATTENDANCE, ABSENTEEISM, TARDINESS and DISCIPLINE

The attendance and number of hours worked each day is recorded, in four of the five stores, by time clocks. The number of clocks in each store varies from four to eight. Samples of three types of time cards are exhibited, (Fig. 19) two of which are identical except for size. These cards, when properly filled, show the number of the employee, the name, the department, the date the card is placed in the file for use, and the time the employee "rings in and out" each morning and afternoon during the week. The cards are collected at the end of each week and the timekeeper computes the total time spent in the store.

The time clock card used in the Jones Store not only includes the information given on the other cards, but provides a space for the amount in dollars of the employee's wages for the week. It also gives directions for "ringing in and out" of the store. Attention is called to the fact that any employee registering time for another will be dismissed. The stub which is attached to the time card is removed by the employee, and is used as an identification card. The stub is used to gain admittance into the store.

THIS SIDE OUT

No. _____

Name _____

SALARY RECEIPT COUPON

RECEIVED FROM **THE JONES STORE CO.**
Salary in full to and including date indicated
on back of this Coupon.

Signed.....

Dept. No..... Sales No.....

PLACE CARD
IN CLOCK
WITH

THIS SIDE OUT

WHEN RE-
CORDING
TIME

No.

- 1.—Do not break nor bend this card. Always see that card goes to bottom of slot before recording time.
- 2.—Employees are required to write name and initials on their time card.
- 3.—Employees are their own time-keepers. Neglect to register morning and noon in will indicate absence, and charges will be made accordingly.
- 4.—If Coupon is lost, time-keeper should be notified immediately.

IN A. M.	OUT NOON	IN P. M.	OUT P. M.	IN O. T.	OUT O. T.
					M
					T
					W
					T
					F
					S

F. 331—100M—10-29 La Rue

Fig. 19

When signed, this stub is a salary receipt from the employee to the Jones Store, acknowledging that the salary in full has been received to and including the date on the coupon. The stub also shows the receiver's sales number.

In the store not using time clocks the attendance and time of registering in and out of the store is kept by a timekeeper, who is located near the entrance of the locker room where the employees must go before leaving. This store employs a few workers who belong to a labor union. The union workers come to the store before the timekeeper arrives, checking themselves in by writing their number and the time of their arrival on the card provided for this purpose. If their number is found between 1 and 99, it is placed in the column headed 0; if from 100 to 199 it is placed in the column headed 1; if between 200 and 299 it is placed in the column headed 2, etc. The sample card (Fig. 20) had enough columns to accommodate all early comers whose numbers ranged to 900. However, due to the size of the card, it was necessary to trim the last two columns in order to exhibit it. When the timekeeper arrives the "time" is transferred to the large card opposite the number of the employee already checked

0	1	2	3	4	5	6

Fig. 20

NAME	DEPT.	Morning		Noon		Morning		Noon		Morning		Noon		Morning		Noon		Morning		Noon		Morning		Noon		Morning		Noon		Morning		Noon	

Fig. 22

in. As the non-union employees arrive they give their number to the timekeeper, who writes the time of arrival opposite the number. Two of these large cards (Fig. 21) are used each day. One shows the time checkings for the morning and the other for the afternoon. As soon as the "check ins" and "check outs" are made for the day, the timekeeper transfers the time to the large loose leaf sheet (Fig. 22) opposite the name of the employee. The length of time worked during the week is ascertained by the timekeeper from the large loose leaf sheets. If the employee has been dropped from the store's service, the reason for the separation is written in the space left for remarks. The large timekeeper's card is designed to keep time for 800 employees, but the sample was cut in order to be exhibited.

In the stores that use time clocks the honesty of the employees and the occasional supervision of an executive, are the only considerations that keep one employee from checking in and out for another. The seriousness of attempting to steal from the firm by ringing in and out for another is forcefully explained to the employee before she starts to work. She fully understands that it means the loss of her position. Most of the stores have been comparatively free from

0

1

2

3

4

0	100	200	300	400
1	101	201	301	401
2	102	202	302	402
3	103	203	303	403
4	104	204	304	404
5	105	205	305	405
6	106	206	306	406
7	107	207	307	407
8	108	208	308	408
9	109	209	309	409
10	110	210	310	410
11	111	211	311	411
12	112	212	312	412
13	113	213	313	413
14	114	214	314	414
15	115	215	315	415
16	116	216	316	416
17	117	217	317	417
18	118	218	318	418
19	119	219	319	419
20	120	220	320	420
21	121	221	321	421
22	122	222	322	422
23	123	223	323	423
24	124	224	324	424
25	125	225	325	425
26	126	226	326	426
27	127	227	327	427
28	128	228	328	428
29	129	229	329	429
30	130	230	330	430
31	131	231	331	431
32	132	232	332	432
33	133	233	333	433
34	134	234	334	434
35	135	235	335	435
36	136	236	336	436
37	137	237	337	437
38	138	238	338	438
39	139	239	339	439
40	140	240	340	440
41	141	241	341	441
42	142	242	342	442
43	143	243	343	443
44	144	244	344	444
45	145	245	345	445
46	146	246	346	446
47	147	247	347	447
48	148	248	348	448
49	149	249	349	449
50	150	250	350	450
51	151	251	351	451
52	152	252	352	452
53	153	253	353	453
54	154	254	354	454
55	155	255	355	455
56	156	256	356	456
57	157	257	357	457
58	158	258	358	458
59	159	259	359	459
60	160	260	360	460
61	161	261	361	461
62	162	262	362	462
63	163	263	363	463
64	164	264	364	464
65	165	265	365	465
66	166	266	366	466
67	167	267	367	467
68	168	268	368	468
69	169	269	369	469
70	170	270	370	470
71	171	271	371	471
72	172	272	372	472
73	173	273	373	473
74	174	274	374	474
75	175	275	375	475
76	176	276	376	476
77	177	277	377	477
78	178	278	378	478
79	179	279	379	479
80	180	280	380	480
81	181	281	381	481
82	182	282	382	482
83	183	283	383	483
84	184	284	384	484
85	185	285	385	485
86	186	286	386	486
87	187	287	387	487
88	188	288	388	488
89	189	289	389	489
90	190	290	390	490
91	191	291	391	491
92	192	292	392	492
93	193	293	393	493
94	194	294	394	494
95	195	295	395	495
96	196	296	396	496
97	197	297	397	497
98	198	298	398	498
99	199	299	399	499

such practices. One store manager has known of only two cases in the last ten years.

In none of the five stores could I get any accurate information relative to the amount of absenteeism. I asked for statistics showing the absences of each department for the different days of the week and months of the year. Some store managers say that many days no one is absent, but during some seasons the number absent is equal to three percent of the sales force.

The executives are very seldom absent. The office force shows a smaller percentage of absence than does the sales force.

In all stores a deduction is made from the wages of an employee if she is absent, unless the absence is unavoidable. For example, the wages of an employee are not withheld if a death occurs in the immediate family. In case of excuseable absences the stores do not allow a definite number of days with pay. Each case is dealt with separately, the conditions under which any employee receives pay is considered grounds for all classes of employees.

It is the policy in the stores to discharge an employee for excessive absences. One superintendent says, "Any employee who does not have enough interest

in the work to keep on the job isn't worth keeping." No store gives a bonus or any other incentive for regular attendance. The management feels that it pays proper compensation weekly to warrant attendance every day it is possible for the employee to be on the job.

It might seem that the percentage of absenteeism would increase during the "rush" seasons, because the stores must hire "extras" who are probably not accustomed to working as hard as the rush season business demands. The consensus of opinion of the executives is that the percentage is no higher during "rush" seasons than during normal times. Since no definite record of absenteeism and tardiness has been kept, only the opinions of the executives who deal with the absentees can be given. Possibly one reason why the percentage is not any greater during the rush seasons is because the salespeople, who are working on a commission, are anxious to be "on the job," as their daily sales increase their wages increase.

In three of the stores absence is not general among the workers, but a certain group is absent consistently. In a fourth store, the superintendent says that absence is general, and that it is a poor organization which permits a certain group to be absent consistently.

On the average, men are not absent more than women, nor are unmarried men absent more than married men. Unmarried women are not absent more than married women. Women over 35 are not absent more than those under 35. Neither are men over 40 absent more than men under 40. More are absent during the winter than during any other season, which is undoubtedly due to weather conditions. Only one superintendent would venture an opinion as to the day of the week on which most absences occur. He says he believed that the middle of the week showed more absences than the beginning or the end of the week. No particular departments have more absences than others. In some industries where particular departments show a marked degree of absenteeism, the strenuousness of the work is usually the cause. This does not seem important as a factor in the department stores.

In three instances some member of the firm, usually the personnel manager, calls all employees who have been absent for a day or two. Whenever anyone in the store is ill the Insurance Company nurse visits the patient. In the other stores there is no "follow up" made when an employee is absent. The employee is under obligation to call the store.

The number of days of absence have nothing to do with shortening the employee's vacation, regardless of the class of employee. Steps have been taken to minimize absence by informing the employees that if it becomes chronic, they will be dropped from the employment of the store.

When an employee is tardy she finds the time clocks locked. In one of the stores the employee is required to report her arrival to the educational director in order to get the time card "O. K.'ed." In another store the late employee gets an "O. K." from the personnel manager. Another store requires an "O. K." on the card from the employment manager. In the other store the employee must present her card to the floorman in order to get credit for the day's work. In the store where the attendance is kept by the timekeeper, the procedure is the same as if the employee were on time.

Three personnel managers say that although a record has not been kept of tardiness it is their opinion that on an average not more than one percent of the employees are tardy. Representatives from the other stores would not venture an opinion. Three stores inflict no penalty, other than a poor standing for the employee. It was

the policy of one store until two years ago to deduct a day's wages from the pay if an employee were tardy three times during a week. However, this policy has been discontinued. The other store dismisses the employee for excessive tardiness. The personnel managers feel that tardiness is legitimate rather than habitual, because it is not confined to one group, but is general throughout the stores. Weather conditions cause more tardiness during the winter than at any other season.

The main problems of discipline in the stores are: disobedience of store rules, lack of co-operation, failure to meet obligations, and arguments. The floorman usually is responsible for discipline, but if a problem cannot be handled on the floor, it is referred to the superintendent. Many times employees who become disciplinary problems are discharged. In no establishment are the employees represented in the management by any type of employee representation. The management of each store formulates its own labor policy. No problem of major importance, involving the creation of employees committees to negotiate with the management, have presented themselves. The problems have been purely individual in nature.

HOURS, WAGES AND PROMOTION

The number of hours the employees are required to work differ somewhat in the various stores. The salespeople work from 45 to 48 hours per week. One store requires the salespeople to work $46\frac{1}{2}$ hours. The office force in all stores are required to work the same number of hours as the sales force. The executives are always in the store 48 hours a week and many weeks they spend from 50 to 60 hours.

The selling staff in one store report at 8:30 in the morning, are allowed a lunch period of 45 minutes, and check out at 5:30 in the evening. In three stores the sales force arrive at 9:00 o'clock, are allowed a noon period of 45 minutes, and check out at 5:30 in the evening. The other stores expect the same hours except the sales force are required to check in at 8:50. While the office force work the same number of hours in each store as the sales force, its lunch period lasts one hour. The hours of the non-selling staff vary, some work eight hours while others work longer. The porters and elevator operators are required to report for duty at 8:00.

The employees who arrive late are nearly always paid the full salary for the week, unless the employee

is three or four hours late. If the employee is late, or leaves early two or three days during any week, she usually does not receive the full weeks salary. The management wishes to be reasonable relative to the degree of latitude allowed late arrivals and early departures. However, if the management feels that an employee is taking advantage of its leniency the employee is reprimanded severly and is discharged on the second offense.

In each store the basis for paying the salespeople differs. It will be more effective to describe the method of each store separately.

It is the policy of the first store under consideration to pay most of its salespeople a flat wage plus a commission. However, in some departments, particularly in the furniture section, the salespeople are not paid a straight salary plus commission, but are paid a straight commission on all of their sales. In the departments selling on the wage plus commission basis, the salespeople are given a \$5.00 a week drawing account, which is given in order that the salesperson may have money for car fare to and from the store and money to spend for lunch. The salesperson receives in addition to the \$5.00 drawing account a commission on the total goods

sold each week. The commission in each department varies according to the sales of the department. In departments selling goods that have a large unit value, such as the ready-to-wear departments, the commission is smaller than in departments in which the average sale is small. A schedule is arranged for the store in such a way as to make the wages to salespeople in one department approximately the same as in the others. When the sales of any department decrease, due to seasonal variation, salespeople are withdrawn from the department and placed in other departments, or laid off so that the remaining salespeople will have a gross sales large enough to bring the earnings up to approximately the store average. The superintendent says that while the guaranteed wage is not as large in their store as in some others, nevertheless the average wage of their salespeople range as high as any in the city, because the percentage of commission paid their salespeople is higher. They like this policy of payment because it makes a more equitable wage. The salespeople who work hard will have a large gross sale from which to compute the wage. If the wage guarantee were higher the commission would be smaller and the loafer would profit by such a system. The wages of the salespeople in this store vary from \$12.00 a week to \$70.00 and \$80.00 a week.

The wage of \$70.00 a week is rare; however, salespeople in departments having a special sale sometimes are paid as much as \$70.00 for a weeks work. The average wage is about \$18.00 a week.

The office staff receive a flat salary, the average being about \$20.00 a week. The bookkeepers, in addition to the regular salary, are given a bonus if their books show a balance without the aid of the auditor. The non-selling staff receive a flat wage. The executives receive a flat salary plus a bonus based on the amount of profit made during the year. No other employees participate on a profit-sharing basis. Old employees receive christmas gifts and service awards. This type of remuneration varies with the type of employee and the length of service. The selling staff, office staff, and non-selling staff receive their pay every week. The executives are paid every two weeks. All classes of workers are paid overtime wages at the same rate as the regular wage. There is no difference in the pay of men and women doing the same work. The present system of wage payment has been in effect for seven years. The superintendent says that the salary schedule will be changed when conditions indicate that such a change is advisable.

In the next store under consideration the salespeople in all departments are paid a flat wage each week plus a commission on all goods sold over their quotas. The salary review comes every six months, at which time the sales quota is figured for every salesperson, and the bonus paid to those who sell more than their sales quotas. Those who do not sell their quotas are paid the same salary as if the quota had been made. It seems somewhat unfair to the management and to the other salespeople when a salesperson is given the regular salary even though she does not sell her quota, because such a salesperson is costing the firm more per unit of sales than the conscientious salesperson who sells more than her quota. It is not fair to the employee, who sells more than her quota, to be working with a person who receives more per unit for the sale of an article than she.

In order to figure the bonus, it is first necessary to ascertain the sales and the wages paid salespeople for each department for a six months period. The sample shows (Fig. 23) the sales for the current week, the wages, the number employed, and the sales cost percent for departments 41, 42, 43, and 44. It also shows the total sales for the last 26 weeks, the wages,

the wages, the number employed, and the sales cost percent for departments 41, 42, 43, and 44. The same information for last year is shown on the sample. Last years record is shown merely for comparison.

SALES-WAGES COMPARISON

FORM 8-41		THIS YEAR						LAST YEAR					
DEPT. NO.		SALES		WAGES		NO. EMP.	%	SALES		WAGES		NO. EMP.	%
41	CURRENT WEEK	356	20	15	75	1	4 1/2	416	50	16	50	1	4
	26 WEEKS	79,857	60	397	30	1	4 3/4	86,940	00	365	15	1	4 1/2
42	CURRENT WEEK	1654	80	104	80	5	6 1/4	1,756	20	109	75	5	6 1/4
	26 WEEKS	17,560	30	1053	60	6	6	16,590	40	1161	30	5	7
43	CURRENT WEEK	6,842	50	205	25	12	3	7,004	90	233	50	14	3 1/3
	26 WEEKS	140,580	60	4,568	85	13	3 1/4	148,216	10	4,146	50	13	3
44	CURRENT WEEK	856	25	44	50	3	5 1/5	875	85	52	50	4	6
	26 WEEKS	26,301	50	1512	30	3	5 3/4	27,890	10	1733	95	4	5 1/2
	CURRENT WEEK												
	WEEKS												
	CURRENT WEEK												
	WEEKS												

Fig. 23

In order to find the selling cost percent for each department, the total wages paid in the department for the 26 weeks period is divided by the total sales of the department. After the selling cost percent is found for each department, the sales quota for each salesperson is found by dividing the wages paid each employee for the 26 weeks period by the selling cost

percent in his particular department. After the sales quota is found it is compared with what the salesperson actually sold. If the salesperson has not sold her quota she is given only her guaranteed wage for the period. If she has sold more than her quota, she is paid a bonus. The amount of the bonus is found by multiplying the sales cost percent by the amount of goods sold in excess of the quota.

The following example shows the working of the labor policy. Mary Waite is working in Department No. 42, and her sales record shows that she has sold \$8000.00 worth of goods during the last 26 weeks period. She receives a guarantee of \$15.00 per week. The sales wages comparison sample (Fig. 23) show that the sales for this period in Department No. 42 have been \$17,560.30, and that the six salespeople in the department have received \$1053.60. The selling cost percent, which is found by dividing the total wages paid by the sales, is 6 percent in this department. Dividing the total wages paid the salesperson, which is \$390.00, by 6 percent, the selling cost percent, we find her quota to be \$6500.00. Her sales record show \$8000.00 worth of goods sold. Her bonus is to be figured on the \$1500.00 sales more than the quota.

Six percent of \$1500.00 is \$90.00, which represents her bonus for the 26 weeks period. The salespeople on the contingent force receive a flat salary only.

Besides the flat salary and bonus the salespeople receive a special commission on "premium merchandise." The firm is anxious to sell this merchandise and the salespeople are offered a premium in order to stimulate more interest in selling it.

The office staff and the non-selling staff work on a flat salary basis. The executives receive a flat salary and a bonus based on the profits for the year.

Besides the wages, salaries, bonus, the special commissions, this firm gives remuneration in the form of a christmas gift to all employees who have had a years experience in the store. The christmas presents are made each year and the amount given is in accordance with the number of years experience the employee has had in the store. The christmas present form of remuneration costs the firm \$10,000.00 each year. The following table shows the schedule for the distribution of christmas gifts:

1 to 5 years experience receive	\$10.00
5 " 10 " " " "	\$20.00
10 " 15 " " " "	\$30.00
15 " 20 " " " "	\$40.00
20 " 25 " " " "	\$50.00
25 " 30 " " " "	\$60.00
30 " 35 " " " "	\$70.00
35 " 40 " " " "	\$80.00
40 " 45 " " " "	\$90.00
45 " 50 " " " "	\$100.00

The selling staff, office staff, non-selling staff, and executives each receive their pay at the end of the week. The only overtime wages are paid to mechanics and porters. They receive from 30 cents to 75 cents an hour. The present system for paying employees has been in effect for two years.

The basis for paying the sales people in the next store under consideration is somewhat similar to the method just discussed. All salespeople receive a flat wage, and are also given a commission on all sales above the sales quota. The sales quota is found by dividing the selling cost percent into the wages of each employee. Instead of arriving at the selling cost percent by dividing the wages of a department by the sales, the selling cost percent is fixed arbitrarily at a certain percent. The figures vary with departments from three to six percent inclusive. It is the policy to figure sales quotas and bonuses

on a monthly basis instead of on a 26 weeks period, as is the policy in the last store discussed. Under this plan a salesperson receives a bonus if her sales exceed her quota for any particular month. During any month when her sales are low and do not exceed her quota, there is no effect upon her bonus for the month when her sales are large. Under the six months salary review plan, if an employees sales are low for a month it tends to reduce the bonus received for the months when the sales are high. Probably in the long run this method of payment will cost the management about the same number of dollars for the selling of goods as the six months method. The spasmodic salesperson however, who works hard one month and quits on the job the next, will be benefited. She will receive her guarantee regardless of whether she sells enough to fill her quota during the month her sales are low, and during the month when the sales are over the quota she will receive the bonus. Under the six months sales review method her sales average for the six months must be over the quota. The commission paid the salesperson for the goods sold over the quota vary with departments. Some departments are three percent departments, others four percent, some are five percent, and the highest

commission in any department is six percent. The only other remuneration salespeople receive is a fee given to those who refer customers from one department to another. If a customer is buying in the coat department, for example, the salesperson may suggest some article in another department. If the customer reacts favorably the salesperson gives her a small sheet of paper bearing the number of the salesperson in the coat department. If the customer makes a purchase in the referred department, the clerk in the coat department receives the fee. The amount of the fee depends upon the size of the purchase. The following table shows a schedule of the fees:

A sale up to \$5.00 a fee of 10 cents		Sales from \$5.00 to \$10.00 a fee of 15 cents						
"	"	\$10.00	"	\$15.00	"	"	20	"
"	"	\$15.00	"	\$20.00	"	"	25	"
"	"	\$20.00	"	\$25.00	"	"	30	"
"	"	\$25.00	"	\$30.00	"	"	35	"
"	"	\$30.00	"	\$35.00	"	"	40	"
"	"	\$35.00	"	\$40.00	"	"	45	"
"	"	\$40.00	"	\$45.00	"	"	50	"
"	"	\$45.00	"	\$50.00	"	"	55	"
"	"	\$50.00	"	\$55.00	"	"	60	"
"	"	\$55.00	"	\$60.00	"	"	65	"
"	"	\$60.00	"	\$65.00	"	"	70	"
"	"	\$65.00	"	\$70.00	"	"	75	"
"	"	\$70.00	"	\$75.00	"	"	80	"
"	"	\$75.00	"	\$80.00	"	"	85	"
"	"	\$80.00	"	\$85.00	"	"	90	"
"	"	\$85.00	"	\$90.00	"	"	95	"
"	"	\$90.00	"	\$95.00	"	"	\$100	"
"	"	\$95.00	"	\$100.00	"	"	\$105	"

For all sales over \$100.00 a straight one percent commission is paid. The salesperson making the sale receives the same amount of commission for the sale as if the customer had not been referred to her by some other salesperson.

The office staff receive a flat salary. The boys in the non-selling staff who are classified as inspectors receive \$9.00 a week. The unskilled workers receive 30 cents an hour. Executives work on a flat salary and bonus basis. Overtime is paid only to the members of the non-selling staff at a rate generally the same as the regular salary. All employees receive their pay weekly. The present system of wage payment has been in effect for a number of years.

All employees, except the union men who are paid weekly, receive their pay every two weeks in the next store under consideration. No compensation is paid to any employee in the form of a bonus, service award, or christmas present. The executives and office staff receive a flat salary, the executives on a yearly basis, and the office staff on a weekly basis. Most of the non-selling staff are hired by the day. In some departments the selling force receive a straight salary; in others, the pay is based solely on a commission,

and in others a flat guarantee plus a commission is paid. The average salesperson begins at a salary of \$12.00 to \$14.00 a week. The salary varies with the department and with the experience. It is the policy of this firm to pay overtime wages at a slightly higher rate than the regular rate. When a salesperson works overtime she is not required to report for as many hours the next day. Occasionally, salespeople are given a special commission on certain merchandise which the store is anxious to sell. The present system of wage payment has been in effect over five years. The firm seldom changes the schedule of wage payment.

The basis for promotion in most stores is sales. One personnel manager says that their firm has no definite basis for promotion. Education and experience in most stores are used as a basis for promotion only as they are valuable in increasing sales. No one is promoted because of educational preparation, or because they have been with the store for a number of years. The fact that the salesperson has had excellent training and much experience should be an advantage, because training and experience help the salesperson sell more goods.

In no store do promotions come at any particular

time of the year, nor do they come in any particular year of the employee's career. Promotions are made whenever a vacancy occurs; in many instances vacancies occur frequently, and at other times seldom. Recently, a superintendent promoted a salesperson who had been selling goods in the store for 25 years to the position of buyer. The employment manager and superintendent decide who will be promoted and what the pay will be in the selling, non-selling and office force. The promotions and pay in the executive positions are decided by the board of directors. Not all promotions are accompanied by an increase in salary. As a general rule, the employee is placed in the position and if her work is satisfactory the pay is increased.

When a vacancy occurs, the employees are given an opportunity to apply for the position in some stores. In others, the executive selects the candidate for the position without giving the present employees an opportunity to make application. All stores, whenever possible, fill the vacancies through promotion of someone in the organization. Salary increases are in certain instances given voluntarily by the management, but in many instances an increase is allowed after it has been requested by the employee.

Most stores do not keep a service record on the employees performance. All, however, keep a record of the sales. The Jones Store besides keeping a record of the sales, keeps a general service record. The sample (Fig. 24) blue sheet is the service record blank for men, and the yellow sheet for women. The first section is filled in by the employee, giving the same data that was asked for on the application blank. The personal record section of the blank is filled in by the employment office. On the sample blank the first information, relative to the personal record, is that the references given have been consulted. The blank shows that the return came back February 4, 1930. The references reporting were Pecks and Jetts Department Stores. On February 8th the applicant was hired to work in Department No. 60, receiving a wage of \$14.00 a week. Her appointment was O. Ked." by Mr. Gregory who does the hiring. On April 20, 1930, she was laid off. Her record shows that she made a credible showing. She has been rated as being ambitious, willing, fairly regular, fairly punctual, but somewhat careless. The record shows that she is not stubborn, dishonest, or an agitator. She was re-employed June 14, 1930.

The sample (Fig. 25) salespersons record is the

APPLICATION FOR POSITION WITH THE JONES STORE CO.

DATE OF APPLICATION

Address <i>1952 Warwick</i>	Date of Birth <i>9/9/20</i>
Moved To	Single <i>yes</i> Married Widow Widower
Moved To	Dependents <i>no</i>
Phone No. <i>Westport 64-462</i>	Education <i>Wardensburg High School</i>

Nationality <i>American</i>	Native or Foreign Born	Declarant	Yes 2nd Papers No
Position Applied For <i>Selling</i>	In What Department Are You Experienced? <i>Ready to Wear</i>		
Do You Board, Keep House, or Live At Home? <i>Live at home</i>	Have You Friends or Relatives in Our Organization? <i>no</i>		
Have You Ever Been in Our Service Before? <i>Yes</i>	Why Did You Leave? <i>Laid-off</i>		
Nearest Relative—Name <i>John Laine</i>	Address <i>1952 Warwick</i>		

PREVIOUS EMPLOYMENT

Employer	Address	Length of Service—From	To	Occupation	Reason For Leaving
<i>Pock's Dept Store</i>	<i>Kansas City, Mo.</i>	<i>Jan 1, 1928</i>	<i>Jan 25, 1928</i>	<i>Selling</i>	<i>Leaving town</i>
<i>Jett's Dept Store</i>	<i>Salina, Kansas</i>	<i>Sept 1, 1929</i>	<i>Jan. 1, 1930</i>	<i>Selling</i>	<i>Leaving town</i>

Signature <i>Lucile Laine</i>	Date Started <i>2/4/30</i>	Wages	Approved By
	Employed By <i>Gregory</i>	<i>14⁰⁰</i>	
NAME	Department	No.	Time Keeper Use Pencil

JONES STORE COMPANY

Kansas City, Mo.

LA RUE PRINTING CO., KANSAS CITY, FORM 348-58-1-1-28



PERSONAL RECORD

CLEARED—DATE

2/4/50

REFERENCES

REFERENCES

REFERENCES

Key	Date Employed	Dept.	Number	Wages	O. K. By	Date Removed	REASON	Record	Signed Off
F	2/2/50	CC	21	14.50	By [Signature]	2-6-50	[Faint handwritten text]	[Faint handwritten mark]	[Faint handwritten mark]
	1/1/50	CC	25	4.00	"				

AMBITIOUS

WILLING

REGULAR

PUNCTUAL

CARELESS

STUBBORN

DISHONEST

AGITATOR

KEY: A—Commenced B—Advanced C—Reduced D—

E—Trans. F—Laid off G—Resigned

H—Discharged I—Returned

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INDIVIDUAL SALESPERSON RECORD FOR YEAR _____

CLERK NO. _____

WAGE _____

FORM S44

WEEK ENDING	NO. OF ERRORS	TIMES LATE	DAYS ABSENT	REASON	AMT. PAID ON TIME CARD	P. M.'s		TOTAL WAGES	GROSS SALES	RETURNS	NET SALES	SELLING %	NUMBER OF SALES

Fig. 25

most complete sales record found. It not only shows the weekly sales of the employee, but the number of errors made by the salesperson. The number of times late and the number of days absent are recorded with the reason for the absences and tardiness. The weekly salary as shown by the time card, the amount of premium merchandise sold, and the bonus are recorded.

Adding the three, we find the total wages in a special column. A space is provided for the gross sales, returns, net sales, selling cost percent, and the number of sales.

The characteristics that generally count the most when a promotion is under consideration are ambition, willingness to learn, regularity, punctuality, careful-

ness, honesty, reliability, and disposition. All stores are interested in the ability of the prospective promotee to produce. If she has these characteristics she will generally have a good record. Usually, promotion in the selling staff come solely because of the sales record. Indirectly, the management feels that the characteristics in a salesperson are to a great degree responsible for a large sales record.

The employees when promoted generally exert much more effort toward the daily work in the new position than in the former position. If the employee does not exert more effort in the new position, one employment manager feels that a wrong selection has been made. Another employment manager thinks that in his establishment there is no marked effect upon the average employee who has been promoted, with reference to the effort put forth in the new responsibility. Employees usually work for the store an indefinite length of time without a promotion. Very few employees ask about the possibility of promotion when they are hired. In most stores there is no definite promotion policy. The average person hired by the stores does not expect to be promoted but is generally content with the job given. In a few instances the executives explain to

the salespeople, at the time of hiring, that promotion depends almost entirely on the goods sold.

All stores have "understudies" for the executive positions. Occasionally capable employees are promoted to higher positions in other stores, but this rarely occurs. Usually, if an employee is capable, it is the policy of the store to keep her service as long as possible. The management is interested in the progress of any capable employee.

LABOR TURNOVER

The employment managers do not keep a record of the labor turnover. Consequently any information relative to the number of separations is based on the opinions of the employment managers rather than on facts. Generally speaking, managers believe that the number of discharges indicate the ability of the management to select, train, and manage the employees. Each manager feels that the number of discharges in his store is not sufficient to indicate that his methods of selection, training, and management are inefficient even though he does not know exactly how many employees are discharged each year.

The executives believe, that the frequency of resignations indicates, to some degree, the relative satisfactoriness of the labor and wage conditions in the establishment, although one employment manager pointed out that many times resignations are made because of some factor outside the control of the establishment.

It is the policy of the employment managers to investigate the conditions in any department showing a large labor turnover. However, the turnover is general over the stores in most instances and in no

department did the employment managers think that the separations were caused by the strenuousness of the work. No definite records are available but most managers believe that the labor turnover among men is about the same as the turnover among women. Also that the turnover is no larger among married men and women than single men and women.

All separations, whether lay-offs, discharges, or voluntary quits, are followed by an interview. The employees who are laid off are called into the office of the employment manager and the reason for the lay-off is explained. Whenever it is necessary to discharge an employee, the employment manager or superintendent attempts to place part of the reason for the discharge on the store. The employees who voluntarily quit are usually called into the office of the superintendent for the pay check. At this time the superintendent asks the employee why he is quitting. Many times the employee is reluctant about giving the reason because she feels that it might be used against her in the future. It is the practice in one store to make the interviews with the employees, who voluntarily quit, purely optional with the employee. Generally, the people who voluntarily talk with the superintendent

give the exact reason why they are quitting. In cases where the interview is required, the superintendent seldom ascertains the exact reason for the separation. No establishment attempts to classify separations as avoidable and unavoidable.

The cause of most resignations among women is marriage. A large number of resignations are brought about because of another position, departure for school, and the fact that the family is leaving the city. That wages are too low is given as the reason for resigning many times. Very seldom do the employees indicate that they are leaving because of the supervision.

Most discharges are made because an employee is a "troublebreeder", or because of incompetency. Occasionally an employee is discharged because of carelessness, but very seldom. Insubordination, dishonesty, unreliability, laziness and liquor cause very few discharges.

The superintendents would not venture an opinion relative to the correlation between absenteeism and labor turnover. One employment manager is keeping a record of the number of absentees and the number of separations among the office-staff, selling-staff and non-selling-staff for each month in the year. No record is available at present. If a positive correla-

tion exists between the number absent and the number of separations, one reason for this correlation might be the fact that when an employee is absent she is looking for another job.

The salespeople who are hired last are not always laid-off first during the dull seasons. The employees laid off are always the less efficient salespeople. The stores do not attempt to place the employees in other jobs as they are being laid off because salespeople are always available. In some industries the management places most of the men who are laid off, so that when the "rush" season returns the services of the former employees will be available.

All the employment managers think that adequate statistical control, revealing information concerning distribution of separations by departments, occupations, sex, age, length of service, and education would tend to decrease the labor turnover, but most all felt that their business is too small and that their labor turnover not large enough to justify the expenditure of time to keep such detailed records. The executives do not know definitely whether the labor turnover is increasing or decreasing but they believe the latter to be true.

Some think that a large turnover is not alarming

as they feel that the new employee is more efficient than the old. However, most employment managers would not agree with this stand. The managers feel that youth and ambition may be more important in some industries, but that in department store work, experience is more essential. Most managers desire as small a labor turnover as possible.

VACATIONS, LEAVES OF ABSENCE, and PERSONNEL SERVICES

It is the policy at John Taylor's to give two weeks vacation, with pay, to all classes of employees who have been in the stores employ a year after July 1st. If an employee is hired August 1st, he is not entitled to receive the two weeks vacation with pay until a year from the next July.

After an employee has worked for the Jones Store three years a weeks vacation with pay is given. If the employee wishes more vacation it is always given, but only a weeks pay is received by the employee. The vacation of the executives varies from one to three weeks. Some years executives do not take vacations, other years their vacations last three or four weeks. It is largely a matter to be decided by the executive himself. Because of the responsibility of their position, it is necessary for the executives to keep in constant touch with the problems of the store during their vacations. It is possible for the salespeople to forget their work during the vacation. The executives never have a vacation in the sense that the salespeople do, because their minds are constantly working on store problems. The executives receive full pay regardless of the length of their vacations.

At Pecks' the vacation given an executive varies.

Certain classes of executives spend two or three weeks each year in the east buying merchandise. This may be considered as a vacation, as it is not regular routine work. There is no definite amount of vacation given the employees with pay. Some employees receive no vacation with pay.

At Harzfeld's, as in the other stores, the vacation given executives vary. A vacation of a week, with pay, is given to employees who have been in the service for one year. Thereafter, the number of days vacation, with pay, varies in accordance with the service. However, two weeks is the maximum for all employees, with the exception of executives.

It is the policy at Emery Bird's to give the executives two weeks vacation. The vacation with pay varies among the other classes of employees. Some employees do not receive a vacation with pay, while others receive a week and others are given two weeks. The vacation with pay varies with the length and type of service.

When asked what provision is made for sick leave, one manager states that it is the policy of the firm not to penalize an employee in seniority, if the employee keeps in constant touch with the firm. Another manager says that the length of service and the value of the

employee determines whether or not she is taken back. Another store manager says that it is their policy to allow thirty days sick leave except for executives, in whose case there is no time limit. A fourth manager says that the amount of sick leave depends upon the case, each case being considered separately. The fifth superintendent states that it is their policy always to take back an employee if she is forced to be absent on account of sickness.

In one store it is the policy to allow all classes of employees to leave on Saturday preceeding the vacation. The other stores do not allow the employee to leave the preceeding Saturday. When asked if Saturday preceeding the vacation is allowed the employees one superintendent says, "No, we are open on Saturday and if they leave on Saturday, the vacation begins then." It is the policy of two of the firms to make a schedule for the vacations without consulting the employees as to the time that best suits them. The other three firms allow the employees a voice in planning the time for their vacation by allowing each employee to select the dates which would be most suitable to her. A schedule is made, taking into account, as far as possible, the dates requested by the employee. The vacations are generally given from June 1 to Septem-

ber 1. Occassionally vacations are allowed during January and February.

All of the stores allow their employees leaves of absence for religious holidays, jury service, military service and legal holidays without pay.

Rest periods of 15 minutes are allowed all employees, in both the morning and afternoon, in two of the stores. One store does not allow rest periods for its salespeople. This store, however, provides stools for the salespeople to be used when not waiting on a customer. It is the policy in two of the stores to allow the salespeople to go to the rest room whenever they wish, after reporting to the head of the department. Cashiers and elevator operators are relieved twice each day in all stores.

Employees are free to do whatever they choose during the rest period, except to leave the store. Usually, they go to the rest room or cafeteria. The time is spent in writing, smoking, eating, or sleeping.

The rest room at the Jones Store is furnished with wicker chairs and davenports. The floor is covered with small figured rugs. The rest room is located near the back of the store on the fourth floor. It is reached by walking through the storage department. There is a low wall board partition separating the rest room from

the cafeteria; consequently, the rest room is not as quiet as might be desired.

The rest room at Taylor's is located on the sixth floor. It is divided into two sections, one section is used as a reading room and the other section is furnished with four cots. The reading room section is furnished with comfortable chairs, writing desks, a small table, and a victrola. The reading material consists of daily newspapers, and Christian Science literature. The rest room is located adjacent to the kitchen; consequently the odors and noises are annoying.

The rest room at Emery Bird's is very pleasant. Several placards are visible. Two in particular are interesting, "Today's best should be tomorrow's starting point," "Conserve all supplies, don't waste." The furnishings consist of wicker chairs, davenports, small tables, a piano, small rugs, window benches, folding chairs and marquette window curtains. The rest room is equipped with a portable stage which makes it possible to convert the rest room into a small theatre. Small groups of employees present entertainments for the other employees during the noon hour. The room meets the qualifications of a good rest room, as it is located in a quiet part of the building, and is well lighted

and well ventilated.

The rest room at Peck's is furnished with wicker furniture and the floor is covered with a rug. This rest room has the same drawback as the rest room at Joneses, in that it is located near the lunch room and the noise and odors make it impossible to rest during the noon period.

There is no plan at present whereby the employees may become shareholders in the stores. It was at one time the policy of one firm to offer a small amount of stock in the corporation to all classes of employees who had been in their employ for three years, but this policy was discontinued two years ago. Some of the employees still hold this stock but the firm is buying it back whenever they wish to sell.

Group life insurance policies protect the lives of the employees in three of the stores. It is the policy of one store to pay all the cost of premiums for the insurance of all the workers. This store insures the employee for \$500.00 each.

Another store provides insurance to the extent of \$500.00 without cost to the employee for all who have been in the employ of the firm one year. For each additional year that the employee is employed by the firm

an additional \$100.00 in protection is provided. The maximum insurance carried on any employee, however, is \$3000.00. The rate to the firm for this insurance is exactly the same as the rate to the individual. If an individual leaves the employ of the firm, she can keep up the insurance by paying the premium herself. The only advantage of this insurance is that the insured is not required to pass a physical examination. The cost of maintaining insurance for the employees of this firm is \$3000.00 a year.

It is the policy of the other store which sponsors a group insurance plan to insure all their employees for \$1000.00. The employee pays 60% a month and the balance is paid by the store. The insurance rate is determined by the average age of the employees. As the average age of the force increases the store is called upon to pay more and more of the premium. At present the cost of the insurance paid by the store is very small, due to the low average age of the employees.

In another store the employees maintain and operate a mutual benefit association. The executives of the firm are not eligible to hold an office. The employees pay 50% a month to the mutual benefit association. The store also contributes liberally toward its support. In the past the store has contributed between 40 and 50 percent of the fund.

If an employee has been paying the mutual benefit association dues for a three months period, she is eligible, if she becomes ill, to receive compensation for six successive weeks, or ten weeks out of a year, equal to the cost of the medicine and the doctors fees. In case of death the beneficiary receives \$150.00. This is the only firm that attempts to sponsor a plan of insurance to include sickness. All stores are subject to the Missouri Workmans Compensation Law which provides protection for the employee in case of accident. The firms protect themselves against the Workmans Compensation Law by carrying insurance.

To a degree, uniform dress is required of all salespeople. They are required to wear blue or black during the winter months and blue, black, or white during the summer. Poka-dot or stripped dresses are never allowed. Smocks or other protective garments are not furnished by the stores. Elevator operators and porters are usually furnished with uniforms.

In those stores not equipped with a force ventilating system the floorman is responsible for the ventilation. The heating plants, under the control of the engineers, through the thermostatic controls, keep the temperature at 70 degrees. It is the duty of the floor-

It is the duty of the floorman to see that the lighting is satisfactory in each department on his floor. The head porter is responsible for cleanliness of washing and bathing facilities and tidiness in the locker rooms.

Except in rare instances, legal aid is not furnished to the employees in any store in Kansas City. The executives always try to help employees who are in legal difficulties and occasionally the employees are referred to the company lawyer. In most instances, however, the management does not wish to become involved in the legal affairs of the employees.

All stores extend to the employees the privilege of buying in the store at a lower than the retail price. Two stores allow the employee a straight 10% discount taken from the retail price on any article purchased in the store. In two other stores the rate of discount varies with the department in which the purchase is made. In some departments the discount is 10%, in others 15%, while in others 20%, and sometimes 25%. In another store it is the policy to allow a regular discount of 10% on all items. However, twice each month 20% discount is given employees. The discount features amounts to a large saving for some employees. In buying the furniture for a home many employees have saved over \$100.00.

Three of the stores maintain a cafeteria where the employees are served meals. The firms do not attempt to make a profit on the food; only the cost of the food plus the

overhead expense is charged. One store manager says that the employee's cafeteria lost the firm \$2500.00 last year. The number of employees who eat the noon meal in the cafeterias ranges from 50 to 60 percent of the total working force. The average cost of each meal is between 20 and 25 cents.

The largest cafeteria is equipped with 15 large tables accommodating ten people each, and five small tables accommodating four people each. The average number of people that can be accommodated at any one time in the other cafeterias is 60. The employees are required to return the trays to the counter after they have finished the meal. This saves the cost of maintaining two or three waiters. The food is nourishing and a well-balanced, varied menu is provided.

The two stores not maintaining a cafeteria have an employees lunch room. Tables are provided where employees who bring their lunch may eat. The stores furnish coffee, cream, and sugar free to the employees who wish to take advantage of the lunch room.

Four of the stores have no plan whereby the employees may save systematically. One store sponsors a plan whereby the employees have been organized into a unit which has become affiliated with a national savings organization. Each employee may become a member by subscribing \$5.00. Each month the employee deposits a certain amount of money which he wishes to save. If a member of the local unit wishes to

borrow money, a loan can be effected; however, the interest rate is one percent per month. When asked if the interest rate were not exceedingly high, the personnel manager replied, "The purpose of this organization is to encourage savings and discourage borrowings."

One store has a Quarter Century Club for employees who have been employed in the firm 25 years. This club is more of an honorary club than a social club. A few social meetings are arranged each year. In no other store is any group organized into a club for the purpose of creating the "we" feeling.

It is the policy of one store to arrange for picnics. This store sponsors one each year. Three personnel managers say that the employees in their store are not interested in picnics, and only a very few would attend if it were the policy of their stores to sponsor them. In two of the stores a dance is sponsored each year. The dances are held after working hours and consequently no time from the store is lost. The cost of the dances to the firm giving them is very small. They are usually held in one of the amusement parks and the park management is generally glad to give the tickets to the

stores because it is a good advertisement for the park. The sample (Fig. 26) shows a guest ticket given to John Taylor's by Fairmount Park. On this particular night the employees from both Taylor's and the Jenkin's Music Company enjoyed a joint party.



Fig. 26

In two firms there is no pension system for the employees. However, it is the policy of two of the other establishments to provide for old employees. These stores who do provide for the old employees do not have a definite system outlined, but each case is treated separately. Both stores are giving pensions to old employees at present. The cost of these pensions is carried as an expense item. The amount paid each employee in the form of a pension is determined usually by taking a certain percentage of the salary that was earned when the employee is

forced to retire. In the fifth store the superintendent says that older employees, who cannot do the regular work, are given easy work to do. They are kept on the pay roll even if they cannot do much work.

The hospital at Joneses is located near the rest room and lunch room on the fourth floor. Entering the hospital, we find a waiting room equipped with long benches. The office of the nurse is located near the entrance. The offices of the dentist and medical doctor are located back of the nurse's quarters. The physical examinations are made in these offices. Both offices are fully equipped with medical appliances and supplies sufficient to care for the most urgent need. The other four rooms are equipped with regulation hospital cots and a therapeutic lamp. Twenty to twenty five of the employees are treated in the hospital each day during the summer months, and from 50 to 60 during the winter.

The reception room in the hospital at Emery Bird's is furnished with chairs, a nurses desk, a drinking fountain, a filing cabinet and a supply cabinet. The floor is covered with linoleum. The other four rooms of the hospital are equipped with hospital cots.

The hospital has no doctor's office.

The hospitals at Taylor's, Peck's, and Harzfeld's are much smaller than those at the two stores just discussed. They are usually thought of as first aid rooms. The number of cots ranges from one to four. In these stores each room is located in a very desirable place, being away from the noise and commotion of the store.

Health instruction is offered in two stores during the department meetings; in the other three stores no instruction on health is offered. A health record of each employee is not kept in any of the stores. Three of the stores provide the services of a doctor for the employee. The doctor spends as much time as he is needed each day. In some stores he usually spends from one to three hours daily. In two stores the doctors services are available after the patient has been taken home. In two of the stores doctors services are provided in case of accident only. One store provides the service of a dentist; however, the employee is expected to pay the fee charged by the dentist. Three stores provide the services of a trained nurse. In another store a nurse is hired in the infant department and if the need arises she is available for sickness. The nurse

in most stores visits the homes and serves somewhat as a welfare worker. In no store is the service of an oculist furnished.

Smoking is prohibited during working hours in three stores. In the other stores it is allowed in the rest rooms. The main disciplinary problem, according to one personnel manager, is to keep the employees from smoking in the lavatories.

In no store is the use of the telephone denied the employee; however, the management discourages this practice. The employee was given free use of the telephone for urgent calls during working hours but, the employees abused the privilege somewhat, and at present it is the policy to require the employee to get permission from the head of the department before the telephone may be used.

In no store does the management attempt to "check up" on the employee to see how the leisure time is spent. One manager says, "We don't care what they do after working hours so long as they are on the job and make the sales." It seems that the management feels that in "checking up" on the leisure time activities of the employee they are infringing upon the privacy of the employee. It seems that if the leisure time activities

are interfering with the ability of the employee to render satisfactory service it should be the business of the management.

It is the policy of one store to make provision for athletic teams. This store sponsors basketball, baseball, and bowling. The employees practice on their own time. The teams are managed by one of the employees. At present four teams are participating in bowling. It was the policy of another store to make provision for athletic teams until an accident occurred, in which, through law suits, the firm collected \$100,000.00 for injured employees. After this experience the activities of the store along this line ceased.

No store maintains a club room or place, other than the rest room, where the employees may assemble to become better acquainted. Neither does any store maintain a band, an orchestra, or any other musical unit. One personnel manager explained that each employee has interests of her own, and that any attempt to enlist the interests of the employees in any store organization for the purpose of creating the "we" feeling would be unsuccessful.

CONCLUSIONS

It is a recognized fact that we in the United States can produce more commodities than anyone else in the world. The fact that our energy has been directed more toward production than selling has lowered the cost of production and has resulted in a war of prices. People are buying more and more on a price basis. In order for a business institution to withstand the constant hammering of prices, it is necessary to reduce the cost of getting the product to the consumer. Regardless of the type of business, the cost of producing the goods and placing them in the market is relatively fixed. The factor, then, that determines whether or not a business is to survive, is the effectiveness of its selling force. The main consideration is sales. If the activities of a personnel department can increase sales, then most industries will organize such a department.

At present, perhaps 75% of the very large firms have functionalized personnel departments. Only about 5% of the smaller firms have felt the need sufficiently to organize a personnel department which

operates as a separate department, similar to the production, finance, accounting and sales departments. The present practice among the smaller firms is to delegate personnel functions to certain members of the executive staff who, because of lack of training and other duties, do not have sufficient time to solve the problems of personnel effectively. This procedure is practiced in the Kansas City department stores and in all parts of the country where functionalized personnel work is new.

It seems that in an organization with a working force of from 400 to 800 employees centralized control should be preferable to the present system. A personnel manager, who has only the duties of personnel, could keep employees service records, labor turnover records, and make job analysis followed by job specifications, none of which are being done at present in any of the stores. If complete service records of the employees' performance were available, they could be used very effectively in connection with promotions. At present the amount of sales governs promotion almost entirely. The qualities which make good salespeople do not always make

successful executives.

Most managers feel that since the loss from labor turnover is small it is unnecessary to keep records. It seems to me a conservative estimate to say that in all the establishments the entire force is hired at least twice each year. However, most executives feel that this estimate is too high, because they believe that the extra help needed for only a few days during "rush" seasons should not be considered in calculating turnover. I believe that the "extras" should be considered, inasmuch as they go through the store school, the same expense is incurred when they are hired as when a regular is hired.

It is probably true that job analyses and job specifications are more essential in a manufacturing plant than in a department store, nevertheless, it seems that in a department store with 60 or 70 departments the qualifications for salespeople vary sufficiently to justify a careful study of the needs. Requisition blanks for extra help are used only in one store; written evidence of the need for extra help should be valuable for reference in all stores.

Probably the number absent and tardy each day could be reduced by offering a bonus for regular attendance or by giving special recognition to the department which has the highest percentage of attendance.

If deductions were made from the wages of the salespeople when their sales do not reach the quota, I think that more efficiency in the sales force would result. Possibly the quotas should be calculated in a different manner than at present. However, if the salespeople are assured that by hard work their wages will be increased, or that if maximum energy is not exerted the wages will be lowered, more effort will be shown.

Each store should develop to a greater extent the feeling among the employees that they are a part of the organization. The management makes little effort to establish the "we" feeling among the employees. If the related departments could be organized as units, and social activities sponsored by the management, it seems that more interest could be generated in "our" organization. Money and effort spent in this manner would tend to reduce the labor turnover.

The managers in most of the department stores recognize that the return from money spent for more satisfactorily solving the problems of personnel is much greater than the expenditure. Consequently, the management is assuming more responsibility relative to the solution of personnel problems each year. Possibly within five years each department store will have a functionalized personnel department which will be headed by a personnel director who performs only duties of personnel.

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