

THE PERSONNEL POLICIES  
OF C. R. ANTHONY AND COMPANY

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By

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## TABLE OF CONTENTS

<u>CHAPTER</u>		<u>PAGE</u>
I.	HISTORY AND ORGANIZATION	1
II.	SELECTION OF EMPLOYEES	9
III.	INTERNAL PERSONNEL POLICIES	14
IV.	EMPLOYEE WELFARE POLICIES	18
V.	CONCLUSIONS	40

## CHAPTER I

### HISTORY AND ORGANIZATION

The best definition of chain stores interprets them as being two or more establishments operating under common management, ownership or ultimate capital control, engaged in the sale of goods, wares, and merchandise.<sup>1</sup> This form of distribution is by no means an infant in our economic life, despite the fact that it achieved its greatest growth and development in America only after the Industrial Revolution of 1850-1910. However, the era of its most rapid expansion did not take place until after the war when it attained its important economic position. Reliable estimates establish the fact that the chain store volume in 1920 reached approximately 4% of the total retail trade of the country. Three years later--1923--it had advanced to 6%; in 1926 to 8%; in 1927 to 12%; and at the end of 1929 to 21.5% of our nation's total retail business.<sup>2</sup> In the meantime the total retail trade of the country has increased in total so that chain store gains are even greater than the percentages above indicate. At least, in the short space of a decade--from 1920 to 1929--the chain store industry increased its sales volume more than five times.

The chain store, then, is essentially large-scale retailing. They have attained their present positions in the economic life of the United States primarily because there was an insistent demand for such outlets in the nation's distributive system. To a field largely characterized by inefficiency and lack of modern organization, the chain store brought an orderly, progressive retailing system which not only made rapid progress but which also stimulated advance-

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<sup>1</sup> Guy Anthony, Importance of Management in Chain Store Management, p. 1.

<sup>2</sup> Anthony, loc. cit.

ment in its alert competitors and revitalized the entire distributive process to the very great benefit of a majority of the American people.

The C. R. Anthony Company is technically known as a chain of junior department stores, i.e., a popular priced retail outlet with a frontage of fifty to seventy-five feet and an average inventory from \$25,000 to \$50,000. Merchandise carried is practically identical to that of J. C. Penney Company; i.e., piece goods, ladies' furnishings, notions, hosiery, men's furnishings, men's dress and work clothes, shoes, and other miscellaneous items such as cosmetics, perfumes, etc.

The chain is controlled from the central office in Oklahoma City, Oklahoma, where the officers, directors, buyers, and accounting departments are located. Branches are located throughout the states of Oklahoma, Kansas, Texas, Nebraska, and New Mexico in towns of varying sizes, usually from five to twenty-five thousand population. By a diversification plan they chose sites in the leading oil, cotton, wheat, corn beet, and mining communities.

The personnel of the chain should be classified in two groups; those of the general office and those of the branch stores. Starting with the general office, we have the Directors, the Officers, Departmental Buyers, the Advertising Department, and the Personnel Department. The officers include the President, the Vice-President, and the Secretary and Treasurer.

The Directors of the company are:

C. R. Anthony	President
M. A. Lyons	Vice-President
L. D. Webber	Vice-President
I. A. Williams	Secretary and Treasurer
B. W. English	Member of Board

The Executive Committee is composed of:

M. A. Lyons, Chairman	B. W. English
O. Terry, Secretary	Clyde Davis
C. R. Anthony	Carlton Farris
L. D. Webber	Ray Anthony
Ira Williams	Fred H. Zahn

This committee meets once a month to discuss the operation of the company. These round-table discussions include investigation of records and accomplishments of the preceding month, a check of inventories, and promotional plans for the coming period.

The President, Mr. C. R. Anthony, has taken such an active part in the founding and operation of the business that it can well be said he is the dynamic force in the operation and management of the chain. He has the final say-so in the management of the entire organization. At the present time there are seven Departmental Buyers, each of whom is in complete charge of buying and merchandising the items in his department.

B. W. English	Dept. H	Women's, misses', children's ready-to-wear, and sportswear lines.
H. C. Davis	Dept. L	All home furnishings
	Dept. A	All yard goods
Tom Aldridge	Dept. B	Women's, misses', and children's knitwear, infants' wear, women's and children's underwear and furnishings.
	Dept. M	Notions and novelties
L. D. Webber	Dept. F	Men's, boys' clothing, slacks and sport clothing.
	Dept. E	Men's, boys' clothing and outerwear.
	Dept. J	All men's and boys' headwear.
M. B. Falloway	Dept. C	All hosiery lines.
	Dept. D	All men's and boys' furnishings.
D. G. Means	Dept. G	All shoe lines.
Hazel Lyons	Dept. K	Women's, misses', children's millinery.
Ray Anthony		Transportation and movement of all merchandise. Traffic department. Store supplies.
Ira Williams		Auditing and accounting.
O. Terry		Sales and general merchandising.
M. A. Lyons		New locations, store and display fixtures, leases, personnel.
Guy Anthony		Personnel
Fred Zahn		Company planning engineer
Henry C. Jones		Advertising and sales promotion
Ross Garman		Display manager

C. E. Anthony

Finance<sup>3</sup>

In addition to the purchasing done by these men in the general office at Oklahoma City, the company maintains two other buying offices. These are in New York and Los Angeles. These buyers and officers, being located so near to the branches, are able to give personal advice and cooperate with the individual managers to promote the successes of each store. Each manager has the right to choose any item that he so desires to sell in his store, but the lines have been shopped by the buyers so that the manager does not have to take the responsibility of choosing the best houses to trade with. At the beginning of each season, the buyer cooperates with the manager in picking the houses which they mutually agree have the best bargains; thus, the manager in purchasing from the salesman who come to his store has only the problem of quantities, styles, colors, and related characteristics to cope with. In consulting his force as to the details of any merchandise needed, he places more responsibility upon them to sell it. If styles, colors, and similar details were chosen by outside officials, the clerks would not feel as though they were entirely responsible to sell it; whereas, if they themselves had chosen the particular dress or shirt to place in stock, they would attempt in a more industrious way to sell it themselves. Any clerk enjoys the satisfaction of knowing that he can choose merchandise which is desirable for his trade, and given this authority he will put more personal enthusiasm and interest in the business. The same is true in the Personnel and Advertising Departments. The officers in the general office give all the authority possible to the individual managers in the hope that they can build up an interest on the part of the manager to use his own unique methods of operation. The Personnel Director merely acts as a scout and a store doctor to keep the force in each store well-balanced in every way. The Advertising

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<sup>3</sup> Compiled from Your Company, p. 9, and Patten and Jones, Ibid.



Department formulates the general policies of the chain and assists in designing layouts and promotions for local campaigns. All company records of sales and other statistics are kept in the general office where the accounting department is located. Daily reports are filled out by each store and mailed to the office so that an accurate account of the position of the entire chain will be on hand at all times.

Located in each store is a manager, an assistant manager, department heads, sales force, and the cashier. The manager is in complete charge of the store. The cashier has charge of the cash and sales records, while all the other employees are engaged in selling in their own departments. The number of employees varies, depending on the store and the season of the year.

The C. R. Anthony Company was founded on September 1, 1922, as a co-partnership. On that day the first store was opened at Cushing, Oklahoma. Due to prosperous business conditions and the forethought of competent partners in reinvesting profits in the company, the concern opened branch stores in several leading Oklahoma towns. A general office was opened in Cushing, and the chain was managed from this point. In 1926 the company was incorporated, and a year later the general offices were moved to Oklahoma City.

The following letter<sup>4</sup> from C. R. Anthony to the employees reveals the importance the company places on reinvestment of earnings in the business:

"Your company has grown up with the ideals of honesty, hard work, and determination as its guiding factor. We feel that one of the principal reasons for the success of your company is that in its entirety, it is financed by those people who are spending all their time and efforts within your company. There is no outside or foreign capital in your organization. Consequently, all the money in this business is what we call live money. This live money goes into our business to work and to share in our problems and advancements. It is there to be used to its last ounce of utility and to be sacrificed to the last ditch if need be to insure the safety of the business. It shares whatever losses there may be. It is

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<sup>4</sup> Your Company, p. 3.

a wholehearted partner for the service of any plan deemed wise. It is an asset to the last penny. It buoys up our business, never weighting it down. It doesn't represent an element which some day may be wrenched loose and which constitutes a drain while it remains. Its service is continuous, and when it grows, the increase is gladly dedicated to the same purpose as the original capital.

"It is, therefore, clear why every member of your company is enthusiastic about its growth. Those who own this business are not your "Bosses." They are merely your co-workers striving as you are to do a better job."

These charts<sup>5</sup> show a period of rapid expansion from 1922-1927. Then the depression years wiped out the gain made during the more prosperous years. The final period shows another period of mushroom growth during the recovery period.

Chart I - Location of C. R. Anthony Stores on December 31, 1927

<u>Oklahoma</u>		<u>Kansas</u>	
Cushing	Ardmore	Guthrie	Winfield
Chickasha	Newkirk	Seminole	Arkansas City
Pawhuska	Picher	Okemah	Coffeyville
Hominy	Garber	Holdenville	Pittsburg
Barnsdall	Bartlesville	Ada	Salina
Anadarko	Stroud	Weatherford	Hutchinson
Drumright	Chandler	Elk City	
Enid	Shawnee	Woodward	
Muskogee	Bristow	Cordell	
Ponca City	Duncan	Clinton	
Blackwell	Wewoka	Fairfax	
Tonkawa	Okmulgee		<u>Arkansas</u>
Miami	Earlsboro		Fort Smith

Chart II - Location of C. R. Anthony Stores on December 31, 1937

<u>Oklahoma</u>		<u>Kansas</u>	
Cushing	Shawnee	Clinton	Winfield
Chickasha	Bristow	Fairfax	Arkansas City
Pawhuska	Duncan	Lawton	Salina
Hominy	Wewoka	Norman	Hutchinson
Anadarko	Okmulgee	Altus	Liberal
Drumright	Guthrie	Hollis	Garden City
Ponca City	Seminole	Stillwater	McPherson
Blackwell	Holdenville	Cleveland	
Tonkawa	Ada	El Reno	<u>Texas</u>
Miami	Weatherford	Sayre	Dalhart
Ardmore	Elk City	Frederick	Pampa
Bartlesville	Woodward	Hobart	Borger
Chandler	Cordell	Mangum	Amarillo
			Harlingen

<sup>5</sup> C. C. Patten and Henry C. Jones, compiled from "Story of the C. R. Anthony Company," Trading Post, Vol. II, No. 4, May, 1947.

Chart III - Location of C. R. Anthony Stores on December 31, 1947Oklahoma

Cushing  
 Chickasha  
 Pawhuska  
 McAlester  
 Anadarko  
 Ada  
 Drumright  
 Ponca City  
 Blackwell  
 Miami  
 Ardmore  
 Duncan  
 Tonkawa  
 Okmulgee  
 Stillwater

Seminole  
 Bartlesville  
 Chandler  
 Shawnee  
 Bristow  
 Wewoka  
 Guthrie  
 Holdenville  
 Weatherford  
 Elk City  
 Woodward  
 Cordell  
 Clinton  
 Fairfax  
 Lawton

Norman  
 Altus  
 Hollis  
 Sayre  
 El Reno  
 Cleveland  
 Hobart  
 Frederick  
 Mangum  
 Oklahoma City  
 Henryetta  
 Alva  
 Enid

Kansas

Winfield  
 Liberal  
 Arkansas City  
 Garden City  
 Salina  
 Hutchinson  
 McPherson

Nebraska

Beatrice

Texas

Dalhart  
 Amarillo  
 Pampa  
 Borger  
 Harlingen  
 Longview  
 Snyder  
 McAllen  
 Alice

Victoria  
 Big Spring  
 Brownsville  
 Brownwood  
 Plainview  
 Weslaco  
 Mission  
 Sweetwater  
 Raymondville

Pasadena  
 Breckenridge  
 Hereford  
 Beeville  
 Slaton

New Mexico

Hobbs  
 Clovis  
 Carlsbad  
 Tucumcari  
 Roswell

A stranger might be astonished at this amazing growth, and he will be justified in his astonishment. The original partners had visions of a state-wide chain when they combined their resources, and willingly sacrificed profits for a few years in order to build a more substantial organization. Great care and investigation were necessary in opening new stores, but their policy has proved to be a successful one. A few stores were opened in the oil fields; some were opened in the cotton belt; a few were opened in mining areas; and still others were located in wheat, cattle, and beet producing centers. This diversification of locations enabled the chain as a whole to carry on in good shape when particular specialized areas were suffering from depressed local conditions. Because of well-chosen and well-trained managers, the chain has built a very compact organization known throughout the state for its service and honesty in dealing with its customers.

As originally founded, the company was a co-partnership, all of whom were actively engaged in the business. The original capital was provided by these partners as well as the additions to capital up until 1926. A great deal of the money used for expansion after the first year was derived through the reinvestment of profits. In January, 1926, the partnership assets were taken over by a newly-formed corporation, the stock of which was apportioned among the various partners. It was incorporated under the laws of the State of Oklahoma with an authorized capital of 7,500 shares of Common Stock of par value of \$100 a share.<sup>6</sup> There has never been either an issue of Preferred Stock or funded indebtedness in the history of this concern. This original stock set-up, being of an unique nature, is usually termed Classified Common. This quotation is from the By-Laws, giving a description of this stock.

"The Board of Directors be instructed to draft a plan for the classification of the stock of the corporation so that a sufficient proportionate part thereof would be set apart to each and every branch store now owned by the corporation and those to be hereafter installed and operated by the company so that the profits of each store would be paid as dividends on direction of the Board of Directors out of the Surplus earned by each store to the particular stockholders to whom the stock was issued for such particular store, but that except for the convenience of declaring dividends out of the surplus profits and applying the same upon the stock set apart for each store, the stock of the corporation should not be subject to any other condition and should assume all of the right and privileges and liabilities attached thereto."<sup>7</sup>

However, in January, 1934, when the corporation had grown to a million dollar concern with fifty branch stores, this antiquated stock set-up was changed. One million shares of stock were authorized by the state; such stock to represent the corporation as a unit and not any one particular store. In order to unite all of the stock into a single class, it was necessary to absorb the surplus of each store by issuing a stock dividend. This explains the increase of stock outstanding in 1933.

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<sup>6</sup> Anthony, Ibid., p. 16.

<sup>7</sup> Anthony, loc. cit.

## CHAPTER II

### SELECTION OF EMPLOYEES

In selection policies of the C. R. Anthony Company, a slight variance is evident between those followed by the general office and those followed by the individual stores.

People who desire employment with Anthony's apply directly to the store manager or to the Personnel Director, Box 994, Oklahoma City, Oklahoma. However, since most of the responsibility of filling the selling staff of each store falls upon the individual store manager, an analysis of these policies of selection will be made first.

In keeping with the procedure followed by most companies, not only manufacturing but also other retail dry goods stores, the C. R. Anthony Company does not follow the practice of using application blanks. The store managers do not have any forms for recording and filing information concerning prospective workers. These managers must remember all data as to the schooling, experience, background, and other physical, mental, and moral attributes. Not only are there no standardized application forms, but also there are no supplementary records kept.

Managers always, if at all possible, personally and courteously interview all applicants and forward the information there obtained to the Personnel Director. This is not always the procedure, since many applicants are considered totally unqualified and the information concerning them dies in the individual store. The information forwarded to the Personnel Director is sketchy at best, since there are no standardized forms. Facts which are usually included in this report are name, address, something concerning education, and a brief description as to his appearance and other personal characteristics.

There is no additional examination of the applicant's background by the manager. Since most Anthony stores are located in small communities, it is assumed that the manager should be familiar to some extent with the education

and background of the applicant.

No tests are given to any prospective workers at any time. Their aptitudes and capacities are estimated by the store managers. He then evaluates the applicants and chooses those who in his opinion are best suited for the openings. Therefore, it is readily seen that the manager's judgment is the determining factor in the selection of employees for his store.

The company has preference for young men. Men just coming out of school without experience are the ideal men for this organization. These men are easily trained and instilled with the policies of the company. Each man hired is a potential store manager or assistant store manager, so this has a great effect upon the characteristics looked for in prospective employees. In C. R. Anthony's publication Your Company, these preferred characteristics are listed as

"...honesty, ambition, loyalty, good health, fair education, and the desire for hard work. Although experience is no liability, we believe that if a prospective employee has these qualifications, that with the training he will receive at Anthony's, he will become the kind of employee most likely to succeed with Anthony's. Young people seeking a career will receive practical, workable business experience at Anthony's."<sup>1</sup>

Naturally, the characteristics required for office work vary with those needed for selling jobs. Here personality must take a smaller position of importance than such traits as loyalty, ambition, good health, and the desire for hard work. Another pair of traits occupy the foremost position as requisites for office jobs. These are experience and education. The education must be in a specialized field and again, as in selling jobs, is preferential to experience. Honesty will automatically take its place as one of the most important attributes, as the positions of cashier and office workers will include the acceptance of a great deal of responsibility.

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<sup>1</sup> Your Company, pp. 10-11.

Most stores employ at least one stock-marker, i.e., a worker who prints and places tags on the goods which reveal the prices to the customer. These workers are usually high school boys who will be moved into selling jobs when they get older.

An alterations lady is also employed. Her job is to make any alterations on clothing which has been sold, i.e., lengthening or shortening clothing or making waists larger or smaller. She is chosen for this job because of her particular talents along this line.

While the individual store manager hires persons to work in his store only, the general office employs individuals to work not only in the general office but also in the stores.

The first group of workers in the principal office is the executive group. These persons are not hired for these particular positions. Rather, they are men who have come up through the ranks by promotion. Therefore, policies of selection will not be discussed here, as they will be analyzed in the section dealing with promotion and placement.

The next group of employees in the main office is made up of those who are hired to fill positions within the office proper. The office force includes the receptionist and switchboard operator, officers' secretaries, bookkeepers, and other general office and clerical workers.

Knowledge of the individual's cultural background is as important as the amount and degree of education in the field. Research has proved this to be essential in the proper placement of present and future personnel. The main office naturally requires more specialized experience than is needed in the individual branch stores. This is so because the responsibility is much greater due to the volume of business that is handled in the central office, thereby correlating records of the eighty-one units or stores.

The general office hires still another group of workers which is to be placed in positions suited to their individual adaptability. They are hired, in some instances, to fill an existing vacancy, such as cashier, secretary, shoe salesman, and positions of that calibre. A sense of duty has been the primary motivating force to hire friends and relatives of the officers and other employees of the organization. However, jobs are not merely created, or the selling force of a store is not intentionally overloaded in order to accommodate these persons.

The Personnel Director is in complete charge of the hiring, which is done in the general office. He is open to suggestions from other officers and employees at all times, but his decision as to the advisability of hiring needed additional workers is final.

After employees are hired by the Personnel Department, a problem of placement then arises. The policy followed by this company is to place employed persons in stores which are situated near their established homes. If there is no vacancy at the time of employment, the company follows one of two general procedures. The new employee will be sent to another store in another community where an opening exists. He then will work there until such time as a vacancy occurs in the store near his home. The usual policy, however, is simply to wait until there is a vacancy in the store nearest his residence, and then the actual hiring and placement is completed.

In the general office, as in the individual stores, the policy concerning application blanks and tests is the same, as mentioned in foregoing paragraphs; no tests or blanks are used. Upon request for interview, the applicants are referred to the Personnel Director. He then interviews the applicant and decides whether or not it is advisable to hire him. The only information which is secured at this time is that which comes to his attention through the course of the con-



versation, leaving all technical data to be evaluated by his personal judgment.

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## CHAPTER III

### INTERNAL PERSONNEL POLICIES

As was stated in the section dealing with the selection of employees, every man hired by C. R. Anthony and Company is a potential store manager or assistant store manager. The employee's training begins as soon as he is hired. He learns the policies and practices of the company through experience, the house organs, and personal contacts.

Each month the internal house organ, The Trading Post, publishes lists of the ten best salesmen in the four divisions of stores; that is, the ten best in Class A, the ten best in Class B, the ten best in Class C, and the ten best in Class D. The classes are determined by the size of the community and the population of the town where the store is located. Then a list of the ten top salesmen, regardless of class, is published. The factor which places a salesman on this "Roll of Honor" is the employee's sales record. By sales record, it is the amount and not the number of sales. At times, these records cannot be regarded as true pictures of selling ability because the merchandise which has been returned or exchanged is not deducted from the gross amount.

At the end of the calendar year the same publication prints lists of the top salesmen in each class and within the organization as a whole. These lists are the results of the final recapitulation of the year's sales. The superior salesmen are rewarded by recognition and awards at the annual convention. It is from these groups that most of the assistant and store managers are chosen. The individual's sales record is the basis for promotion to a higher position in the organization.

When two men are being considered for promotion, the man with the better record will be given the promotion. Of course, seniority is considered in most instances. A salesman would have to be, in most cases, a veteran of several years

in the C. R. Anthony chain before he could achieve a sales record which would be sufficiently high in order to place him in the leading group of workers.

There are no tests, such as intelligence, personality, aptitude, and adaptability, given to the men who are being considered for promotion. Of course, their records are checked; and, if any startling irregularities are found, they are investigated. Since no tests are given and few other factors are even considered, the sales record is the determining factor in making the decision as to the choice of one man over another.

The training for promotion consists mainly of the experience gained in selling, the learning of the policies of the company, and information which can be gleaned from the internal house organs. Before the man chosen for promotion is actually promoted, he is given an insight into his increased responsibility and new duties by being placed in what actually amounts to a miniature training program. He is given some contacts with the assistant store manager and store manager of the store in which he is located as a salesman. He learns, very briefly, some things concerning advertising, added responsibilities, stock checking, ordering, report making, and the other problems he will face. This training is carried on when he is promoted, although it is necessarily different. The new assistant store manager's learning continues even though he has already been placed in the higher position. His training will continue with experience serving as his number one teacher. Through his continual contacts with the store manager and during those periods when the store manager is absent, and the assistant is automatically placed in the position of temporary manager, he is preparing himself for the day when he will be given his own store.

Since it is impossible always to promote a man in his own store, the problem of making transfers arises. The company has established a policy of not transferring men unless a promotion goes with the transfer. Of course, there is one

incongruity in this statement. If a salesman wishes to move to another locality, he may be transferred to the store in that locality without being promoted. But, the company's policy remains--transfer with promotion.

Prospective assistant store managers are not forced to leave one section of the country in order to accept the advancement. If the employee owns a home and has a family, he may feel too deeply rooted to the locality to accept the transfer. In this case he simply stays on in his local store as a salesman. When an opening does appear in his store, he will then be advanced.

Although it might appear that the monetary gain would be greater as a salesman, the observer should understand the advantages of managing his own store. The manager's duties can be summarized as follows: a responsibility of keeping a balanced stock in his store, running the store, and maintaining favorable relations with and between the employees and customers. In consideration of the acceptance of these duties, the parent company gives special consideration and added stimulus. The manager of the store receives a portion of the net profits of his store at the end of the year. The store manager is also given the privilege of purchasing capital stock in the company. The capital stock of this closed corporation is available to officials of the company and store managers only.

The next step in promotion is to the principal office in Oklahoma City. When an employee is considered for promotion to the office, several factors are then considered. His length of service, record as a salesman, the amount of success as a store manager, and his capacity as determined by the officials of the company--all these factors must be carefully examined.

When a store manager or official leaves the company to accept employment in another business or field, the company attempts to re-purchase the C. R. Anthony and Company stock held by him. Since the corporation cannot force the employee

to sell his stock back, the company has decided upon the plan of offering a substantial bonus if the former manager or official will agree to release his stock of the company.

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## CHAPTER IV

### EMPLOYEE WELFARE POLICIES

The recent war interrupted the work of many C. R. Anthony and Company employees. During these persons' terms of service in the armed forces more workers were needed to replace them. Upon their separation from the services, most of the former employees returned to their jobs. These jobs were filled by salespeople who had, in most cases, proved themselves competent employees. This created a problem.

The same problem was faced by most of the larger companies in our country. However, this proved not to be the creation of a new problem, instead the answer to another urgent situation. During the war the C. R. Anthony Company had set aside a large reserve for post-war building. When the new stores were completed, the company found themselves not with two workers for one job, but rather with a well-trained staff of employees for their new stores. These employees were already familiar with the company's organization and policies and needed only a very short readjustment period to be ready to step in and fill the jobs for which they were prepared. This saved the company from the problems which always arise in the mass selection of employees. It prevented the obvious difficulty of trying to train an entire staff of salespeople in one store at one time.

Of course, it must be realized that it would have been practically impossible to place all of these returning service-men in their old jobs or jobs of equal rank. Some workers had ties in some community which prevented their accepting positions in the company's retail outlets in other communities. This excerpt from C. R. Anthony's publication Your Company gives a brief but adequate description of their over-all policy.

"Employees who have been called into the service of their country or left our employ to enlist in the Army, Navy, or any branch of the Government's Armed Forces are considered to be on leave of absence. On

their return, it is our intention to offer reemployment to as many as possible. Although it is impossible to promise each employee the identical job they had before the emergency, they will be advanced as rapidly as possible to a position equal or better than they had before leaving."<sup>1</sup>

The company realized that many returning servicemen would want to take advantage of the government's on-the-job training program. They immediately began work to design an adequate and acceptable program for this phase of training.

They set up training programs for three positions. The training program for shoe department manager consumes a training period of fourteen months. The beginning wage is one hundred dollars per month, and the objective wage (at the end of fourteen months) is one hundred seventy-five dollars per month. The training time for assistant store manager is twenty-four months. The starting salary is one hundred ten dollars per month, and the objective wage is set up at two hundred dollars per month. A third training program has been set up for clothing department manager. The period of training is fourteen months, and the salaries range from the beginning wage of one hundred dollars per month to the objective wage of one hundred seventy-five dollars per month.

To illustrate the completeness of these training programs a detailed diagram of the training outline for assistant store manager is described with the wage increases and training time in months included.

#### TRAINING OUTLINE FOR ASSISTANT STORE MANAGER<sup>2</sup>

Training Time (in months)	Wage per Month Beginning Wage \$110.00
2	I. Opening and Closing Store <ul style="list-style-type: none"> <li>A. Prepare store for opening</li> <li>B. Clean store lobby and windows</li> <li>C. Sweep and dust store</li> <li>D. Clean ledges and trims</li> </ul>

<sup>1</sup> Your Company, p. 13.

<sup>2</sup> Training Outlines for Government Training, pp. 2-3.

## TRAINING OUTLINE FOR ASSISTANT STORE MANAGER—CONTINUED

Training Time (in months)		Wage per Month Beginning Wage \$110.00
2	II. Stock Room A. Receiving freight and express B. Checking merchandise into stock C. Marking and pricing merchandise D. Putting and arranging new stock	
2	III. Display and arrangement A. Arranging store into departments B. Learning display of merchandise <ol style="list-style-type: none"> <li>1. In shelves</li> <li>2. On ledges</li> <li>3. On tables and selling counters</li> <li>4. In windows</li> </ol>	Wage at 6 months \$125.00
2	IV. Sales Work Instruction A. General salesmanship manuals B. Customer <ol style="list-style-type: none"> <li>1. Needs and desires</li> <li>2. Handling</li> </ol> C. Study of store D. Merchandise <ol style="list-style-type: none"> <li>1. Knowledge</li> <li>2. Presentation</li> </ol> E. Sales Personality <ol style="list-style-type: none"> <li>1. Development</li> <li>2. Making sales</li> </ol>	
2	V. Merchandise Control A. Checking stock for needed merchandise B. Requisitioning new merchandise C. Purchase and sales control D. Keeping stock constant	
2	VI. Store Organization A. Learning department organization <ol style="list-style-type: none"> <li>1. Physical               <ol style="list-style-type: none"> <li>a. Makeup</li> <li>b. Maintenance</li> </ol> </li> <li>2. Merchandise               <ol style="list-style-type: none"> <li>a. Buying</li> <li>b. Selling</li> </ol> </li> <li>3. Personnel</li> <li>4. Records               <ol style="list-style-type: none"> <li>a. Sales</li> <li>b. Buying</li> <li>c. Financing</li> <li>d. General</li> </ol> </li> </ol>	Wage at 12 months \$150.00



## TRAINING OUTLINE FOR ASSISTANT STORE MANAGER--CONTINUED

Training Time  
(in months)

- |   |  |                   |
|---|--|-------------------|
| 2 | VII. Personnel   |                   |
|   | A. Training group  |                   |
|   | B. Knowing your company  |                   |
|   | C. Knowing your fellow workers   |                   |
|   | D. Heading a department  |                   |
|   | E. Training other employees  |                   |
| 3 | VIII. Advertising and Publicity  |                   |
|   | A. Newspaper   |                   |
|   | 1. Layouts, etc.   | Wage at 18 months |
|   | B. Radio   | \$175.00          |
|   | 1. Copy, etc.  |                   |
|   | C. Other advertising media   |                   |
|   | D. Create public acceptance  |                   |
|   | E. Proper handling store for customer display  |                   |
| 2 | IX. Community Welfare  |                   |
|   | A. Study store's obligation to community   |                   |
|   | 1. Make store justify its existence<br>in community                                    |                   |
|   | B. Civic problems  |                   |
|   | C. Civic projects  |                   |
|   | D. Personal obligations  |                   |
| 5 | X. Operational Study   |                   |
|   | A. Sales   |                   |
|   | B. Merchandise purchasing  |                   |
|   | C. Operating expenses  |                   |
|   | D. Stock turn  |                   |
|   | E. Net worth   |                   |
|   | F. General study of coordinated operation  |                   |
|   | G. Complete survey of and experience in<br>handling and keeping store records          |                   |
|   | H. Complete store physical arrangement   |                   |
|   | I. Proper arrangement of merchandise<br>departments in relation to store<br>as a whole |                   |
|   | J. Study of customer in relation to store  |                   |

Total - 24 months

Objective Wage  
\$200.00

Group Insurance

The C. R. Anthony Company has subscribed to an insurance plan which offers several varied policies to employees. Costs to personnel of the company are kept low by the assumption of a considerable portion of the premium price by the company.

The employees' contributions are deducted from their salaries on each mid-month pay day.

To become eligible for these insurance benefits a worker must be employed by the company for at least three months. If an employee applies for this insurance after he has been working three months and before he has completed six months' service, he is excused from a medical examination. If he waits until he has over six months' employment, he must present evidence of insurability.

The employee's application is forwarded by the store manager to the main office and then to the insurance company. Upon receipt of his application, a representative of the insurance company sends certificates of the insurance plans to the employee. Should an employee lose a certificate, he may secure a duplicate from the general office. To change beneficiaries or add new dependents, the worker sends the complete information with the certificate to the general office.

By subscribing to this group insurance plan, an employee receives the benefits of five separate insurance policies.

The first policy is the Group Life Insurance Policy, which causes the death benefit of one thousand dollars to be payable to the beneficiary. Should a worker become totally disabled before reaching the age of sixty years, the amount of insurance in force on his life will be continued, without payment of premiums, during his total disability as provided by the policy.

The second policy is the Accidental Death and Dismemberment Insurance Policy. It provides a payment of one thousand dollars in the event of the insured's death through accidental means within ninety days of an accident. The accident need not take place while the employee is on the job. If under the same conditions the covered employee should lose both hands or both feet or the sight of both eyes, or any two of these members, the full amount of the accidental death and dismemberment insurance will be paid him. One-half of this amount, that is,

five hundred dollars, will be paid for the loss, under the same conditions, of one hand or one foot or the sight of one eye. These benefits are paid in addition to any other benefits payable under the group life, disability, or hospital expense insurance.

Restitution of loss of pay is the goal of the next insurance plan, the Weekly Income Policy. This policy gives the insured fifteen dollars weekly when he is unable to work because of sickness or accident. Maximum payments are one hundred ninety-five dollars, which gives the insured thirteen weeks coverage. This income starts with the first day of disability from sickness.

A special feature of this policy deals with maternity benefits. A maximum of six weeks' income is allowed a female employee for disability from childbirth.

To receive benefits it is not necessary for the employee to be confined to his house. He must be attended by a legally qualified physician.

If the insured is under the age of sixty, there is no limit on the number of periods of disability. If he is over sixty years of age, there is a maximum of only thirteen weeks' benefits payable in any twelve-month period.

The fourth policy, the Hospital Expense Benefits Policy, provides benefits for the employee and his dependents when, because of sickness or accident, anyone is confined in a legally licensed hospital.

A maximum of one hundred fifty-five dollars or thirty-one days at the rate of five dollars per day is the limit set for payment of hospital benefits.

Maternity benefits have set as the maximum the payment of five dollars per day for fourteen days. On the birth of a child or children, whether in or out of a hospital, a minimum sum of fifty dollars is paid provided the employee is attended by a legally qualified physician.

A special feature of this policy is the payment of a maximum of one hundred fifty-five dollars for special hospital charges. Benefits for these charges include such items as cost of operating room, delivery room, anaesthetic, X-ray

pictures, laboratory service, drugs, bandages, dressings, physical therapy treatment, oxygen, and similar items.

Miscellaneous features of this policy include payment of up to ten dollars for ambulance charges, payment of surgical operative or emergency care expenses, and reimbursement of amounts charged for X-ray examinations, microscopical and other laboratory tests and analyses up to thirty-five dollars in any twelve-month period.

If an employee should receive maximum hospital daily benefits during any one period of disability, his hospital expense insurance will be terminated to avoid further premium charges. However, it may be reinstated as of the date provided by the policy, without evidence of insurability, if he applies within thirty-one days after he returns to work.

Surgical benefits are also included with a chart of operations and reimbursement for each listed separately. All forms of operations and bone-setting procedures are taken into consideration.

The last policy is the Medical Expense Benefits Policy. The coverage from this policy is limited to doctor's calls, one a day being allowed. Maximum payments are two dollars for each office call and three dollars for each home call. No payments are made for dental treatment, eye examinations, calls because of pregnancy, surgical operations, or treatment of fractures. The last three items are usually included in a single flat fee. X-rays and laboratory examinations are also excluded from this section, because they are covered by hospital expense insurance.

Employees of Anthony's may also get coverage for their dependents. The dependents of male employees are their wives and unmarried children between the ages of two weeks and eighteen years. Female employees may not insure their husbands, but they are allowed to insure unmarried children between the ages of two weeks and eighteen years.

These benefits include the daily hospital benefit of five dollars per day for thirty-one days for charges for hospital room and board and special hospital charges benefits not to exceed one hundred fifty-five dollars for charges by hospitals excluding those for board and room. There are no surgical benefits for maternity, but after the policy has been in effect nine months, a lump sum payment of fifty dollars is made for the delivery of a child. The other surgical benefits are the same as those in the schedule provided personnel of the company. A final benefit of up to ten dollars is made available for ambulance charges.

In the event of termination of the worker's employment, his group life insurance will terminate thirty-one days after the date he leaves the company. The other coverage will terminate on the first of the month after the date he leaves the company's employ. During the period of extension of the group life insurance, the worker is given the privilege of converting it without a medical examination to an individual policy without total and permanent disability or double indemnity benefits. Any form of life insurance (other than term insurance) customarily issued by the General American Life Insurance Company is available, however, written application and payment of the applicable premium must be made within this thirty-one day period.

A brief summary of the policies and premium charges of group insurance policies offered C. R. Anthony and Company employees is given in the internal house organ, A Plan of Group Insurance, published for employees of the organization.

#### REVISED GROUP INSURANCE PLAN<sup>3</sup>

Your group insurance with all the latest changes effective July 1st is outlined briefly as follows:

#### EMPLOYEES

<u>Kind of Insurance</u>	<u>Policy No.</u>	<u>Explanation</u>
1. Group Life Insurance	G-5867	\$1000.00 Payable at death

<sup>3</sup> A Plan of Group Insurance, pp. 17-18.

## REVISED GROUP INSURANCE PLAN--CONTINUED

## EMPLOYEES

<u>Kind of Insurance</u>	<u>Policy No.</u>	<u>Explanation</u>
2. Accidental Death and Dismemberment	ADD-1204	\$1000.00 For accidental death 500.00 to \$1000 for loss of limbs or sight
3. Weekly Income	SAH-1153	15.00 Weekly Income
4. Hospital Expense	GH-1177	5.00 Daily Benefit for Room and Board 155.00 Maximum for Special Hospital Charges 150.00 Maximum for Surgical Fees 35.00 Maximum for Diagnostic and X-ray Examination
5. Doctors' Calls	MG-1014	2.00 Maximum for Office Calls 3.00 Maximum for Home, Hospital or Special Outside Call

COST TO EMPLOYEE . . . . \$2.50 Per Month

## DEPENDENTS

Hospital Expense	\$ 5.00 Reimbursement for room and board 155.00 Maximum for Special Hospital Charges 150.00 Maximum for Surgical Fees
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(Diagnostic and Doctors' Calls cannot be extended to dependents.)

COST TO EMPLOYEE	Children Dependents	\$1.00
	Wife Dependent	2.00
	Wife and Children	3.00

## MONTHLY PAYROLL DEDUCTIONS

	<u>Charge for Employee</u>	<u>Charge for Dependent</u>	<u>Total Cost</u>
Employee only	\$2.50	....	\$2.50
Employee and Children	2.50	\$1.00	3.50
Employee and Wife	2.50	2.00	4.50
Employee, Wife and Children	2.50	3.00	5.50

Your payroll deduction is approximately one-half the total cost of this insurance. The balance is paid by the C. R. Anthony Company.

The purpose of the pension plan of C. R. Anthony Company is to provide a life income after retirement for each employee who becomes eligible to participate, and to make provision for his dependents in case of his death. The operation of this plan will supplement the employee's Social Security benefits.

A complete explanation of how the plan will be underwritten and administered is explained as follows in one of the organization's pamphlets:

"Retirement and death benefits for each participant will be provided for through the medium of an individual contract purchased from the Massachusetts Mutual Life Insurance Company on the life of the participant, or from such other insurance company as may be selected by the Board of Directors of the Company.

"The plan will be administered by a Pension Committee appointed by the Board of Directors of the Company in accordance with the terms of the Trust Agreement executed by the Company and the Trustee. The Trustee will receive from the Company all contributions made by it, and will deposit such sums and remit for premium payments to the insurer. Once the Company has made its contributions to the trust these funds are out of its hands, and the Company is not entitled to the return of any part thereof.

"The Trustee will hold the contracts and will issue to each participant a Certificate of Participation showing the type of his policy, the amount of retirement benefits it provides, and the amount of life insurance, if any. The Trust Agreement, in legal phraseology, and in greater detail than this booklet, is on file in the office of the Company and may be read by any participant."<sup>4</sup>

To the extent permitted by law, the participant shall have no right to assign, commute, or encumber any benefits under the plan, since these benefits are provided primarily for the support and maintenance of the participant and his dependents after retirement, and no benefit shall be in any way subject to the participant's debts, nor to any judicial process, or attachment by his creditors.

This plan became effective on April 1, 1943. The anniversary date is April 1st of each year. It is on this date that the eligibility of employees

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<sup>4</sup> Outline of C. R. Anthony Company Employees' Pension Plan, pp. 10-11.

is determined. The Pension Committee notifies new employees of their eligibility prior to the anniversary date.

To be eligible for this plan a worker must be a full-time employee whose nearest birthday (on the anniversary date) is at least twenty-five years and not more than fifty-nine years. He must have worked for the company at least five years and must agree to the terms of the Trust Agreement.

The eligible employee has an interview with a representative of the Massachusetts Mutual Life Insurance Company, the company which handles the installation and servicing of the plan. This representative furnishes all essential details concerning the plan.

If the participant was between the ages of twenty-five and fifty-five years, he will retire when he reaches sixty-five years. If he was between the ages of fifty-six and fifty-nine years, he will retire ten years after his date of eligibility.

There is no charge to the individual worker as the company pays all premiums on contracts purchased and all expenses and fees in connection with the administration and operation of the plan.

The amount of the pension benefits, payable each month, is equal to thirty-five per cent of the salary of each participant in excess of one thousand dollars per year. Seniority is automatically included in the amount of the benefits. As the salary increases in excess of one thousand dollars per year, the size of his benefits also increases. A minimum of ten dollars per month has been established, and there is no change made in the participants' contracts unless the increase or decrease will change the pension monthly benefit five dollars or more.

Realizing that some participants would prefer the establishment of several options at retirement, the company has set up the following policy as described in Outline of C. R. Anthony Company Employees Pension Plan:



"The basic option at retirement provides for a monthly income to the employee, guaranteed to continue as long as he may live, with the further guarantee that in the event of his death before 120 monthly payments have been made, the balance of such 120 payments will be made to his beneficiary.

"In lieu of this basic provision, subject to the approval of the Pension Committee in the individual case, several other modes of settlement are available to the employee. Assume, for example, that an employee's contract provides a monthly income of \$50.00 under the basic option. In lieu of this basic option and amount, he may elect one of the following benefits:

- (a) \$55.30 per month for life, the income to cease at the employee's death, regardless of the number of monthly payments received by him.
- (b) \$39.52 per month for as long as the employee lives, but with payments guaranteed for a minimum of 20 years.
- (c) \$45.23 per month for as long as the employee lives, with provision that if the employee dies before the total monthly payments equal the cash value of the contract at retirement date, the monthly payments will be continued to his beneficiary until the total of all payments equals the cash value of the contract at retirement date.
- (d) \$39.92 per month during the joint lifetime of the employee and his wife, the income payments being continued during the lifetime of the survivor (assuming both the participant and his wife are 65 years old at the time the retirement income begins).
- (e) \$46.66 per month during the joint lifetime of the employee and his wife, with \$31.10 per month continued during the lifetime of the survivor (assuming both the participant and his wife are 65 years old at the time the retirement income begins)."<sup>5</sup>

When a participant leaves the company, he receives certain rights and benefits based on the length of time he has participated in the plan.

If he has participated less than five years, he will receive nothing. If he has been covered by the plan for a period exceeding five years, he will be entitled to certain percentages of the accrued values of the policy. He receives five per cent for each year of participation, i.e., twenty-five per cent for five years, thirty per cent for six years, increasing to twenty years, which entitles him to full ownership and control of any contract purchased for

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<sup>5</sup> A Plan of Group Insurance, pp. 6-7.

his benefit. When he gets full control, he may then continue the control or elect any of the options contained in the policy.

If the participant is able to meet the medical requirements of the insuring company, standard life insurance will be included in his contract. If he qualifies and dies before reaching the retirement age, his beneficiary will receive a sum equal to at least one hundred times the amount of his monthly retirement pension. Thus, a worker whose retirement pension would equal fifty dollars a month when he dies would be covered by at least five thousand dollars life insurance.

Special consideration is made for employees who entered the armed forces of the United States or any of its Allies during the last war. These workers' contracts were continued in full force and effect during their period of service and for six months after separation. If the employee fails to return to work for Anthony's by the expiration date, his term of employment is considered ended on the expiration date, at which time he is eligible to all accrued values and percentages accumulated to that time.

Perhaps the two most important policies to new and old employees alike are those pertaining to wages and hours. Although company personnel and prospective workers will give some attention to pension plans, group insurance plans, and similar practices, they naturally think first in terms of remuneration, hours of work, and time off. Since salaries are the primary initial attraction to prospective workers, they will be discussed first.

During the last war all salaries and bonuses were under the control of the War Labor Board. Therefore, the company had to set up policies on salaries that were acceptable to and corresponded with the regulations of this board. Following the practice of trying to keep their remunerative policies abreast of the times by making allowances for changing conditions, the organization set

up a schedule for the payment of bonuses to employees who were able to exceed their quotas.

The company figures quotas and bonuses on the following basis. When a worker has earned his salary on the basis of six per cent against his total sales for a month, he is then to receive in addition four per cent of all the balance of his sales for that particular month.

These bonuses are designed to add an additional stimulus to employees to make greater efforts along selling lines. By paying these bonuses on the first of each month for the preceding month, the company keeps this stimulus before the worker constantly.

The following excerpt from the publication Your Company gives a detailed explanation of the method used in determining quotas and several quotas which are established for particular salaries:

EXPLANATION OF METHOD USED IN DETERMINING  
SALES QUOTAS AND BONUS<sup>6</sup>

1. Sales person's base salary, \$120.00 per month.
2. Divide \$120.00 by .06 which gives you \$2000.00 as your sales quota for the month.
3. If, for example, a salesperson earning \$120.00 base salary per month sold \$2,500.00 during the month, he would then deduct \$2,000.00 from the total sales, leaving a balance of \$500.00. The salesperson would then be entitled to 4% on \$500.00 or \$20.00 bonus, making a total of \$140.00 for that month.

This same procedure should be followed on any amount of salary paid any employee during the month. In figuring monthly salaries against quotas, no deduction of taxes such as Social Security and Withholding tax, etc., are made.

<u>Salary</u>	<u>Quota</u>	<u>Salary</u>	<u>Quota</u>	<u>Salary</u>	<u>Quota</u>
\$50.00	\$ 833.33	\$ 67.50	\$1,125.00	\$ 85.00	\$1,416.67
55.00	916.00	70.00	1,166.67	90.00	1,500.00
60.00	1,000.00	72.50	1,208.33	95.00	1,583.33
62.50	1,041.67	75.00	1,250.00	100.00	1,666.67
65.00	1,083.33	80.00	1,333.33	105.00	1,750.00

<sup>6</sup> Your Company, p. 12.

<u>Salary</u>	<u>Quota</u>	<u>Salary</u>	<u>Quota</u>	<u>Salary</u>	<u>Quota</u>
\$110.00	\$1,833.33	\$125.00	\$2,083.33	\$140.00	\$2,333.33
115.00	1,916.67	130.00	2,166.67	145.00	2,416.67
120.00	2,000.00	135.00	2,250.00	150.00	2,500.00

The salaries of regular employees are figured on a monthly basis and paid twice a month. The sixteenth of each month is the date for pay from the first through the fifteenth, and the first day of the month is the date for the sixteenth through the thirty-first. The bonuses are calculated for the preceding month and paid on the first along with the last half of the worker's regular salary for the previous month.

Deductions from these pay checks include Old Age Benefit or Social Security Tax and Withholding Tax. These deductions are made on each check, while the monthly insurance premiums are deducted from the check received on the sixteenth of the month only.

Realizing the need for extra spending money during the Christmas season, the company has selected that period as the logical time to make their Service Bonus payment to each employee, and this payment is made prior to Christmas each year. This bonus is calculated on the years of service in the organization. The employee receives ten dollars for one year with the company and five dollars for each additional year of service. An employee with four years service would receive a bonus of twenty-five dollars. For employees who have not completed one year with the company, the practice of paying one dollar a month up to ten months' service has been established.

Additional remuneration takes the form of awards for outstanding sales records. Each year the G. R. Anthony Company has an awards banquet. It usually takes place during March. These awards usually take the form of merchandise, such as luggage, silverware, and other similar items. These awards are given to the leading salesmen each year as based on their yearly sales records.

Another award made by the company to its employees is in recognition of length of service. The company awards service emblems to personnel for five, ten, fifteen, and twenty years' service. These are attractive emblems and are worn by these workers, since they are in the form of lapel pins.

Another form of recognition of service is provided by the monthly publication of an internal house Organ Trading Post. This magazine is published by the C. R. Anthony Company and is edited by Henry C. Jones, but articles are sent in by representatives in each store. The size is eight inches by eleven inches, and it contains as many as forty pages.

Realizing that the average person likes to see his name in print, the editor has designed this publication to provide a solution for this characteristic.

The magazine publishes the following articles to present recognition of employees. The names of the stores and managers which receive the honor awards each week are published along with the lists of the top salesmen and saleswomen. An article called "Town Chatter" gives a brief resume of happenings in communities where stores are located, while the "Panorama" column tells about Anthony stores in these localities. An article called "Stuff 'n Things" gives emphasis to the employees in each store. Along a more serious vein are articles "Success Stories" and "Hats Off," which are designed to give publicity to outstanding sales and other accomplishments of individuals in the organization. On the lighter side are "More or Less Funny" and "Little Hunks of Stuff," articles which provide laughs for the readers. There are sections for new employees, deaths, birthdays, and marriages.

Many pictures and articles depicting employees are included. These are not restricted to outstanding salespersons alone, but include young employees, those with long periods of service, and even some who have successful fishing and hunting trips. These articles might be classified as general information.

There is a liberal sprinkling of pictures of window displays, store fronts,

merchandise displays, and sales staffs interspersed throughout the magazine. These magazines are given to the employees only, so advertising to the public is noticeably missing. Perhaps it is this feature which makes it a pleasant and interesting publication. Sales hints are included, but the emphasis is upon the recognition of service to the company and the building up of good will toward the organization.

Perhaps this recognition of service is not actually a salary return, but it is tied in so closely with awards that it should be included in this section.

Inasmuch as the stores are operated for the benefit of the customers, they endeavor to maintain six full days plus Saturday night each week so that store hours may coincide with shopping hours. The number of hours each store is kept open is determined by local customs rather than an overall policy of the company. If the store is located in a town having heavy industries or building projects on which there are large payrolls, it usually remains open pay day night. When this is done, individuals' store hours are arranged so no one has unduly long hours.

The manager's hours are the longest, since he is the first to arrive and the last to leave. He must open the store in the morning and check everything before locking up at night.

Men are employed to do the full job of operating the store. The company urges thorough application during store hours, attention to stock, checking in and marking of merchandise, pre-planning, and arrangement of displays in order to cut down on excessive after-hour work. When extra work, such as preparation for sales, cleaning the store, oiling floors, extra stock work, and other jobs calling for extra hours of labor, is necessary, the male workers are expected to perform these tasks.

Women's hours are controlled by State and Federal laws. The store managers

see to it that women's hours are staggered so that a full sales force is present when necessary, but no woman's hours exceed those set by the laws pertaining to that particular locale.

The employee next investigates the amount of time off he will be allowed. Store managers are urged to consider reasonable requests of personnel who need time to attend to personal business and other affairs.

Most national and local holidays are recognized and observed by the Anthony stores. The individual store manager uses his own discretion as to the advisability of closing on minor holidays or days of celebration. There is no deduction of pay for these holidays.

It is the custom that all employees and managers who have had one year's continuous service shall receive one week's vacation each year with pay. No salaries are paid for more than one week's vacation, but the employee may arrange for additional time off if necessary. The payment for this vacation period is made on the return of the employee to his job, but all employees taking paid vacations pay their outstanding store accounts before leaving. When a manager plans to be away from the store for vacations, business trips, or other incidents, he must notify the Personnel Department well in advance.

The annual awards banquet serves several purposes in addition to just the presentation of awards. The company realizes the effectiveness of having a presentation before a large gathering of company personnel. Results are much greater when many employees are present, since the feeling of receiving recognition before a large group is a great motivating force to cause the worker to achieve future success. Representatives of most of the stores in the chain are given the opportunity to get acquainted and discuss successful selling ideas with each other. Officers of the company are able to put over new ideas to managers and salesmen through their reports and predictions of activities of

the organization. Perhaps the greatest achievement of this annual banquet is simply the building up of good will toward the parent organization among the employees of the company.

Since the company holds only one meeting each year for the entire organization, there is a necessity for more meetings to coordinate the activities among the smaller units. It would be too bulky and too involved to bring the salesmen together very often, so the company holds meetings for managers at various times. The managers are called in three or four times a year for two or three day conferences. To keep down the number attending and therefore increase the effectiveness of these meetings, the officers meet with approximately one-half of the managers at a time. Results of these meetings and new ideas and suggestions are then sent to the units whose managers did not attend. Every few weeks several store managers are called into the General Office to meet with an official of the company in his own locality. These meetings are designed to improve the operation of the business and cause each unit to function more smoothly.

The organization does not have an established policy concerning daily bulletins and letters giving sales hints, information about merchandise, and general information. Monthly reports of sales among the individual stores are printed and sent to the stores.

The office also communicates with the store managers at various times. These communications usually include such items as sales information, purchase policies, and advertising hints.

The company realizes the need for comforts for the workers and has provided several items to make the employee's job a little easier. Wooden floors are the rule in Anthony stores, and rest seats are usually provided for female personnel, who have the privilege of resting when not actively engaged in their duties.



Rest rooms are provided in all stores, and the company is insistent that the people responsible keep them sanitary with toilet paper, towels, and soap in each room.

Adequate ice water fountains are installed in all stores for the use of employees as well as customers. Fans and air conditioning equipment are kept in constant repair for the benefit of both personnel of the company and for customers. The organization urges employees to keep the store clean and neat, realizing that pleasant surroundings tend to make the job less tiring and more interesting to the employee.

The company has no objections to anyone's smoking, but they feel that the store proper is not at all the place for employees to smoke. All smoking should be done in the back of the store or in the rest room, not in the office or on the sales floor.

When a new worker is hired by the C. R. Anthony Company, he is provided with several publications which are designed to familiarize him with the company, its objectives and its policies. Excerpts from some of these booklets have been used in this section. These publications include A Plan of Group Insurance, Outline of C. R. Anthony Company Employees Pension Plan, Trading Post, and Your Company. The first three have been described in detail, but the latter has been somewhat neglected. In order to show the value of this publication to the new employee, the Table of Contents will be included. This Table of Contents reveals the wealth of information which this pamphlet gives to the new worker.

#### CONTENTS<sup>7</sup>

	<u>PAGE</u>
I. YOUR COMPANY	
Who We Are . . . . .	7
What We Do . . . . .	8
How Our Goods Are Secured. . . . .	8
Our Objectives . . . . .	10

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<sup>7</sup> Your Company, pp. 4-5.

## CONTENTS (Cont.)

	<u>PAGE</u>
II. YOUR JOB	
Selection . . . . .	10
Early Stages . . . . .	11
Assistance . . . . .	11
III. YOUR PAY	
Salaries . . . . .	11
Bonuses . . . . .	12
Method of Pay . . . . .	13
Service Bonuses . . . . .	13
Service Awards . . . . .	13
Military Service . . . . .	13
Stock Work . . . . .	13
IV. YOUR HOURS	
Store Hours . . . . .	14
Women's Hours . . . . .	14
Men's Hours . . . . .	14
Managers' Hours . . . . .	14
Punctuality . . . . .	14
Illness . . . . .	15
V. YOUR SALES	
Keep Selling Foremost . . . . .	15
How? . . . . .	15
General Discussion . . . . .	18
Mark-Up . . . . .	20
VI. YOUR JOB SECURITY	
What Makes Jobs Secure . . . . .	20
Your Attitude . . . . .	20
VII. YOUR FUTURE	
Advancement . . . . .	21
Security for Women . . . . .	21
Possibilities for Men . . . . .	22
Assistant Managers . . . . .	22
Store Managers . . . . .	22
VIII. YOUR STORE MANAGER	
His Position . . . . .	22
His Responsibility . . . . .	22
His Background . . . . .	23
IX. YOUR HEALTH AND HAPPINESS	
Employee Insurance . . . . .	23
Pension Plan . . . . .	24
Store Equipment . . . . .	25

## CONTENTS (Cont.)

	<u>PAGE</u>
X. VACATIONS AND HOLIDAYS	
Earned Vacations . . . . .	25
Legal Holidays . . . . .	25
Other Absences . . . . .	25
XI. RETURNS AND ADJUSTMENTS	
Company Policy . . . . .	26
Good Will. . . . .	26
XII. YOUR SOCIAL OBLIGATIONS AND PRIVILEGES	
Civic Duties . . . . .	27
Charity Drives . . . . .	27
Churches . . . . .	27
Obligation to Community. . . . .	27
Jury Duty. . . . .	27
XIII. RECOGNITION OF EXCELLENCE	
Your Magazine. . . . .	27
Executives Report. . . . .	28
XIV. DISPLAY OF MERCHANDISE	
Show Windows . . . . .	28
Interior . . . . .	28
Advertising. . . . .	28
XV. GENERAL	
Charge Accounts. . . . .	29
Individual Sales . . . . .	29
Marking Merchandise. . . . .	29
Sales Tickets and How Handled. . . . .	30
Cashing Checks. . . . .	30
Paper and Supplies . . . . .	30
Courtesy . . . . .	30
Appearance . . . . .	30
Housekeeping . . . . .	30
Habits . . . . .	31
Customer Comfort . . . . .	31
Trade Journals . . . . .	31
Bulletin Board . . . . .	31
Expressions. . . . .	31

Finally, the individual stores have parties, picnics, and other forms of socials several times each year. Plans for these entertainments are left up to each store manager, and they have proved invaluable in maintaining morale.

## CHAPTER V

### CONCLUSIONS

The first policy of the Personnel Department which was discussed was the one explaining the Personnel Director's position in relation to the individual stores. His place is described as "a scout and store doctor." This would seem to be the best procedure he could follow. He should merely coordinate personnel work among the smaller units rather than to attempt to establish rules and policies for the entire organization. However, certain of the more important policies must be set up by him. These policies, wages, insurance plans, pension plans, and similar items are too significant to be set up individually.

The selection practices followed by the company might be improved through the incorporation of a few new ideas. It should be realized that a mistake in hiring a retail salesperson is not as significant and costly as it would be if the worker received a long and extensive training program. This should not be misunderstood, as each mistake is costly to the company. There is a necessary period following each new employee's introduction to the job before the new worker reaches his full productivity. Repeated errors in hiring will result in considerable expense to the company. For these reasons the company could well afford to investigate the possibility of adding the following practices to their employment policies.

The first item which comes to mind in the consideration of new employees is some form of measuring device. A good form of an application blank will serve this purpose very well. Before making a decision concerning the advisability of adopting the practice of using application blanks, the Personnel Director will be interested in knowing what is done by other companies. The following quotation, which gives a good idea as to what is done by similar organizations, is the introduction to a chapter devoted to application forms:

"In preparation for this chapter, the author recently conducted two surveys. One was among a group of several hundred wholesale and retail specialty organizations. Only two of these hundreds of sales managers used an application blank! The other survey was conducted among the general and field sales managements of a smaller number of manufacturers. These people had printed application blanks, but in some instances applicants filled them in only because the Personnel Department insisted on certain necessary data."<sup>1</sup>

This would cause one to wonder if an application blank is really desirable, especially when it is realized that one of the main objections is that no available check is made on the reliability of statements made by an individual.

However, through careful wording the company can obtain not only tangible facts (social security number, place of birth, previous employers, and similar items), but also intangible qualities can be detected and measured. By inserting questions on experiences, likes, dislikes, attitudes, interests, and achievements, the company can obtain very useful data. Another advantage of these forms is that all historical data can be gathered together. Dates of previous employment, military service, and other experience can be obtained. The blank provides a check on statements made during an interview. A review of the data obtained will often reveal inconsistencies which result in the rejection of doubtful risks. Another helpful part of these blanks lists information that is frequently referred to in connection with tax and payroll matters, reports to Federal and State governments, application for bonds, licenses, insurance, and other items.

In setting up a form for application blanks, the company could include sections concerning items of interest, organizations the applicant belongs to, military service, previous experience, and health record, in addition to items such as name, address, age, social security number, and schooling.

Although many companies have places for photographs and references, these

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<sup>1</sup> William Rados, How To Select Better Salesmen, p. 213.

seem to be unnecessary. Personal appearance is important in selling, but few pictures actually show the person as he appears to the public. References have no appraisal value to the sales manager, and this space could be better utilized.

The following application might be acceptable with suitable variations to this company. It is a combination of ideas from several authors as well as the present writer.<sup>2</sup>

APPLICATION BLANK

(Write in Ink) Date \_\_\_\_\_

Name \_\_\_\_\_ Age \_\_\_\_\_ Date of Birth \_\_\_\_\_ S. S. No. \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ Telephone \_\_\_\_\_

Position Desired \_\_\_\_\_ Salary Expected \_\_\_\_\_

Any relatives in our service? \_\_\_\_\_ Names \_\_\_\_\_

Height \_\_\_\_\_ Weight \_\_\_\_\_ Sex \_\_\_\_\_ Eyes \_\_\_\_\_ Hair \_\_\_\_\_

<u>Marital Status</u>	<u>Residence</u>	<u>Family Attitude Toward Job</u>	<u>Wife's Activities</u>
Single _____	Live with parents _____	Hostile _____	Temporary Job _____
Engaged _____	Board _____	Neutral _____	Permanent Job _____
Married _____	Rent _____	Favorable _____	Housewife _____
Widower _____	Own home _____		Invalid _____
Separated _____			
Divorced _____			

List any physical defects or operations. \_\_\_\_\_

\_\_\_\_\_

How much time have you lost through illness in the past two years?

- Less than one week \_\_\_\_\_
- One to two weeks \_\_\_\_\_
- Two to three weeks \_\_\_\_\_
- Three to four weeks \_\_\_\_\_
- Over four weeks \_\_\_\_\_

<sup>2</sup> Rados, Ibid., pp. 213-227.  
 O. Preston Robinson, Retail Personnel Relations, pp. 125-127.  
 The Retail Personnel Primer, pp. 26-28.  
 Paul Pigors and Charles Myers, Personnel Administration, pp. 129-130.

APPLICATION BLANK (Cont.)

	<u>School</u>	<u>Education</u>		<u>Date</u>		<u>Graduated</u>	
			<u>From</u>	<u>To</u>	<u>Yes</u>	<u>No</u>	
Grammar	_____	_____	_____	_____	_____	_____	
High	_____	_____	_____	_____	_____	_____	
College	_____	_____	_____	_____	_____	_____	
Vocational or Business	_____	_____	_____	_____	_____	_____	

List offices and awards which were received during schooling. Also list organizations to which you belonged. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Organizations

List all organizations to which you now belong.

<u>Organization</u>	<u>To What Extent Do You Attend?</u>				<u>Offices Held</u>	
	<u>Regularly</u>	<u>Frequently</u>	<u>Occasionally</u>	<u>Rarely</u>	<u>Check Those</u>	<u>Now Held</u>
_____						
_____						

Previous Experience

Begin with most recent job and work back to the first job held.

<u>Name of Co.</u>	<u>Address</u>	<u>Date</u>		<u>Duties</u>	<u>Reason for Leaving</u>
		<u>From</u>	<u>To</u>		
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

List hobbies and spare time activities. \_\_\_\_\_

\_\_\_\_\_

Why do you seek employment with C. R. Anthony and Company? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I certify the above answers to be true.

\_\_\_\_\_  
Signature

One of the most important characteristics of a good application blank is brevity. It is with that feature in mind that this one was designed.

By writing in ink the applicant reveals his ability to spell, write legibly, and be neat.

The first section gives general information concerning the applicant. The section concerning health, and the incorporation of the question on work missed due to illness will be very revealing. Education is important and gives the interviewer and company an idea of the prospective worker's background. The achievement of offices and awards reveals ambition and a good personality. The organizations to which he belongs or belonged show the impression he makes on others and his ability to get along with others. In choosing salesmen this is very important. A description of previous experience affords the opportunity to check on the applicant. The prospective employee's hobbies give an insight into his outside interests. The last question has a motive which can be very important. It discloses the applicant's ability to express himself. This answer, when compared with his oral expression which will be disclosed in an interview, will provide an interesting revelation of his aptitude in putting ideas over to another individual. A special section might be provided on this blank for the interviewer's impressions.

The interview should be designed with two general ideas in mind. First of all, the applicant's general appearance will be ascertained. In retail selling the salesman's appearance is one of the most important factors in determining his success. Secondly, the interviewer discovers the prospective employee's ability to express himself. The interview is very important, for it is there that the applicant makes his first attempt at a sale; i.e., he attempts to sell himself to the interviewer. By combining the results obtained concerning the prospective worker's appearance and ability to express himself with the informa-



tion shown in the application blank, the conductor of the interview has a good foundation upon which to base his final decision. The interviewer must not make his decision by assuming that inability to sell one's self means inability to sell merchandise.

In conducting the interview the person in charge must be careful of several common pitfalls. The applicant must dominate the conversation; he will be asked leading questions which cause him to reveal his interests and, again, the ability to express himself. The interviewer must not be too gullible nor overly skeptical about the applicant's explanations of the questionable spots in his history. He must keep his mind as open as possible at all times. He should arrange a time for an interview when his mind is not filled with other problems, as is so often the case in store managers. Before beginning the interview, he should have definite questions in mind so the interview will not lag while he gropes for new questions. Unimportant questions will be screened out by this process. He should provide a "cooling off period," i.e., not make his final decision until he has had an opportunity to reason things out objectively.

It would seem that an investigation of these new practices might prove profitable in the selection of new employees by C. R. Anthony and Company. Preliminary tests have proved very helpful in the selection of salesmen in many fields.<sup>3</sup> In selecting a preliminary test, it might be worthwhile to investigate the Bernreuter Personality Test. This test was developed by R. G. Bernreuter of Stanford University.<sup>4</sup> It is composed of one hundred twenty-five questions which can be answered in about twenty-five minutes. Results of this test reveal factors such as stability, self-sufficiency, extroversion, aggressiveness, self-confidence,

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<sup>3</sup> Rados, Ibid., pp. 252-281.

<sup>4</sup> Rados, Ibid., pp. 296-297.

and sociability. Scoring should be done by good psychologists, and results will be helpful in selecting new employees. Stanford University states, "The scales possess high reliability which permits their being used to compare one individual with another."<sup>5</sup>

The question of tests might be considered in selection of employees for advancement. Recent developments in the field of personnel relations have shown that aptitude and personality tests can prove very helpful in the selection of one of two or more apparently equally acceptable applicants for advancement.<sup>6</sup>

In the past promotion has been based almost entirely on sales records. It would seem that a lot of men with management ability have not been promoted because they have not proved to be outstanding salesmen. In the selection of one employee over another, the company might set up a group of intelligence, personality, and aptitude tests.

Intelligence tests alone would reveal nothing definite, only an insight into the person's fitness for a particular job, but when combined with the other tests and records might prove dependable.

In selecting an intelligence test the company should investigate the Otis Self-Administering Test of Mental Ability. This test has been used in the selection of army officer material; so, when compared with results of other tests, should prove fairly reliable (the probable error in reliability being about two and one-half per cent).<sup>7</sup>

In the selection of employees for advancement the company may wish to include another test which might prove helpful in selecting store managers. An intelligence test does not reveal the person's ability to get along with his fellow

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<sup>5</sup> Rados, loc. cit.

<sup>6</sup> Rados, loc. cit.

<sup>7</sup> Rados, Ibid., p. 288.

man. The Moss Social Intelligence Test would accomplish this. It was developed by F. A. Moss, T. Hunt, and K. T. Onwaka of George Washington University, and tests tact, reaction to mental and emotional states of people, prejudices, humor, and memory—all important characteristics of a successful manager.

Sources for these tests are: Otis Self-Administering Test of Mental Ability: World Book Company, Yonkers-on-Hudson, New York; Personality Inventory, Bernreuter: Stanford University Press, Stanford University, California; Social Intelligence Test, Moss: World Book Company, Yonkers-on-Hudson, New York.

The past experience of the company's promotion policies and the expense of installation of a series of tests will be the deciding factors in determining the advisability concerning the adoption of tests.

The next policies discussed were treatment of returning servicemen, on-the-job training, group insurance, and the pension plan. These practices are excellent. The on-the-job training programs are complete and well developed. The group insurance plan gives the employee complete coverage, and the pension plan decreases worry about old age among personnel of the company.

The employee publications, Your Company, Outline of C. R. Anthony Company Employees Pension Plan, and A Plan of Group Insurance, are written in language that all employees can understand. They give the new worker a good idea of what the company represents and explain the organization's policies. The Trading Post shows a large amount of work and planning, and it has incorporated outstanding publication policies. The write-ups of local news and employees are especially good.

The company has shown a complete understanding of good wage policies in continuing their practice of bonus payments on sales which exceed the employee's quota.

"It has been found almost universally true that the flat rate gives the poorest returns, as far as sales efforts on the part of clerks is

concerned. Wherever commissions are given, or bonuses for increased sales, the results are almost immediately apparent in the attitude of the clerk and the volume of sales."<sup>8</sup>

"In regard to remuneration, the aim is and should be to reward each man according to the work he does, and, for better effecting this result, various forms of bonus systems have been introduced. In the average case:

1. The executives receive fairly large remuneration, at least as high as they would probably earn if working for themselves. This policy is profitable because the executives are the brains of the organization, and parsimony in this direction does not pay.
2. Store managers receive some form of payment beyond a fixed weekly or monthly salary.
3. It has been found that even sales people become more efficient if they are given some form of extra recompense for efficient sales service."<sup>9</sup>

The advantages and disadvantages of this method may be summarized as follows:<sup>10</sup>

#### Advantages

1. Provides a regular income for employees through guaranteed weekly wage, with opportunities for higher earnings during certain periods in proportion to net sales.
2. Effective incentive, offering a direct stimulus to increase earnings by exceeding the quota and earning bonuses even in dull months.
3. Provides definite goal for employee.
4. When bonuses are earned, tends to reduce selling cost since the bonus rate is usually lower than the selling cost percentage.

#### Disadvantages

1. Difficult to understand accumulation of deficits in slow periods likely to be discouraging.
2. Extremely difficult to administer equitably because of the number of factors which must enter into the establishment of the quota. Employees are penalized for any mistakes management makes in setting the quotas.
3. Necessity of reaching quota may develop ill-will if employees feel quota is high or pressure too great.
4. Service to customers is likely to suffer through high pressure salesmanship, sales-grabbing, and

<sup>8</sup> Walter Hayward and Percival White, Chain Stores, p. 194.

<sup>9</sup> Hayward and White, Ibid., p. 196.

<sup>10</sup> The Retail Personnel Primer, p. 98.

Advantages

5. Encourages quicker approach to the customer.
6. Tends to eliminate over-manning of departments.

Disadvantages

- neglect of "lookers" or small sales customers.
5. Creates numerous operating difficulties, making it almost impossible to transfer people from one department to another without complicated adjustments, and precludes any inter-departmental selling.
6. Salespeople resent time taken for training or non-selling duties.
7. Complicated to administer, requiring considerable detail work in setting of quotas and figuring of bonuses.

It has been the opinion of the Personnel Director, Mr. Guy Anthony, that the advantages of this plan have greatly outweighed the disadvantages. In fact, several of these disadvantages have appeared in only a very minor degree.

Problems arising from setting quotas, pressure because of high quotas, operating difficulties, and administering the plan have not been very prominent. Since quotas are based on a certain percentage of salary and sales, these problems have been minor. All quotas have the same basis, so inter-departmental selling creates no difficulty.

Problems which have arisen to some extent are: high-pressure salesmanship, sales-grabbing, and the resentment for non-selling duties. By staggering these non-selling duties among the sales force, the company has succeeded in reducing this resentment. The fact that each salesman has to spend eight hours a day with the other employees has kept the amount of sales-grabbing low. No one is happy working with personnel who have a dislike for them, so human nature has proved a partial remedy to this situation.

The bonus plan shows similarly a good deal of thought and success. The company pays it at a good time, it is substantial, and it is based on seniority. The awards take the form of reward for outstanding sales, so both phases of

service are taken care of.

The company might find it profitable to provide bulletin boards for all stores and send daily bulletins containing sales hints to the individual units.

Their plan of selling stock to managers and officials only has proved successful in maintaining a closed corporation.

A final suggestion for a change in policy would affect the length of employees' vacations. The vacation schedule could be based on length of service.

Length of service prior to  
September 1

1. Less than six months
2. Six months to one year
3. One year to two years
4. Over two years

Length of vacation

- Three days
- One week
- One and one-half weeks
- Two weeks

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