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**DEPARTMENT STORE
OCCUPATIONS**

**THE SURVEY COMMITTEE OF THE
CLEVELAND FOUNDATION**

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CLEVELAND EDUCATION SURVEY

**DEPARTMENT STORE
OCCUPATIONS**

BY

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**THE SURVEY COMMITTEE OF THE
CLEVELAND FOUNDATION
CLEVELAND • OHIO**

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FOREWORD

This report on "Department Store Occupations" is one of the 25 sections of the report of the Education Survey of Cleveland conducted by the Survey Committee of the Cleveland Foundation in 1915. Twenty-three of these sections have been published as separate monographs. In addition there is a volume entitled "Wage Earning and Education," which is a summary of the sections relating to industrial education. The final volume, which is entitled "The Cleveland School Survey," tells of the conduct of the entire work and summarizes the findings and recommendations of the 15 volumes relating to the regular work of the public schools. Copies of all these publications may be obtained from the Cleveland Foundation. They may also be obtained from the Division of Education of the Russell Sage Foundation, New York City. A complete list will be found in the back of this volume, together with prices.

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DEPARTMENT STORE OCCUPATIONS

CHAPTER I

PURPOSE AND SCOPE

This particular study of occupations in retail stores in Cleveland has been made in the interest of the young people who will look to these establishments as a possible source of work and wage. The information obtained is here offered for the purpose of furnishing certain definite and accessible data for the use of those concerned with finding the right job for boys and girls who are going into industry. As an aid to more intelligent vocational placement the opportunities which exist in department store work for different types are pointed out as well as the requirements which should deter others from entering this kind of employment. This book is also written for those who realize that the boy and girl going into unskilled industry are in the nature of human raw material which requires certain treatment to increase its value. Such treatment has long been merely an incidental process of the industry and has been haphazard and wasteful. Looking towards the time when the conservation of this human raw material will be as care-

ful and as scientific as any other important industrial process, consideration is given in this volume to the problem of vocational training for department store employees.

To serve this double purpose data have been gathered regarding the workers employed, their distribution throughout the industry and the variety and nature of opportunities for employment both in the occupations peculiar to merchandising and the "unrelated occupations" which are incidental to the business. The range of wages paid has been stated and comparison made with some other occupations. Certain general information in regard to health and working conditions bearing on the question as to whether or not the industry offers desirable opportunities for young workers is also included. A study has been made of the different jobs or occupations to determine their content and place on the line of promotion. This is presented in Chapter VII, in the form of job analyses, together with examples of the kind of technical knowledge required in certain jobs.

TYPES OF STORES

The field covered in this volume is limited to the business of retail selling as carried on in the department stores and some other stores of Cleveland. Without going into an exact analysis of what constitutes a "department store" it may be said that this term is here used to cover retail stores which deal in a wide variety of merchandise from notions to

clothing and furniture. Stores which might be considered more in the line of specialty shops for men and women's clothing and which do not carry "yard goods" are not included.

The retail stores considered can all be assigned to one of the three following classes: (1) the department store of the first rank which draws trade not only from the whole city and the suburbs, but also from the towns and smaller cities of a large surrounding district; (2) the neighborhood store which does a smaller business within narrower limits, drawing its trade, as the name indicates, from the immediate neighborhood; (3) the five and ten cent store, well known by syndicate names, where no merchandise which must be sold above 10 cents is carried. These three groups are considered separately. Their relation to each other is discussed only as regards the shift of employees.

CHARACTER OF WORK

This study is not confined to salesmanship alone but covers other activities which are necessary for the care and distribution of goods, the service of the customer, and the general conduct of the business. This has necessitated the inclusion of certain occupations which are more or less unrelated to the business of merchandising, but representatives of which are employed for the upkeep of the plant or the convenience of the customer, such as carpenters, electricians, manicures and waitresses. A more complete

list of "unrelated occupations" which are represented in the department store is given on pages 119-120. While some of these occupations are considered from the angle of department store employment, no attempt is made to include an analysis of the trades to which they belong.

A careful survey of office work in Cleveland stores has been made. The matter is treated in the section of this Survey report entitled "Boys and Girls in Commercial Life."

Since the chief purpose of this publication is to help the average, not the exceptional, worker, it has not been thought wise to include any detailed discussion of executive positions such as those of superintendent, heads of departments, etc.

This volume is a composite picture of department store practice as a whole and is not an explanation or description of customs or methods of any one store. The examples used have been chosen as typical and representative.

CHAPTER II

DEPARTMENT STORES

The five largest department stores in Cleveland employ about 5,800 people, distributed among the several mercantile departments and in a variety of occupations that find a place in the industry. Of these 5,800 people approximately seven-tenths are women and three-tenths are men; 90 per cent are over 18 years of age and 10 per cent are under 18. Table 1 shows how these workers are distributed among the different occupations.

TABLE 1.—OCCUPATIONAL DISTRIBUTION OF EMPLOYEES OF FIVE DEPARTMENT STORES

Selling force	2,958
Office force	661
Delivery force	383
Marking and Stock Rooms	209
Other occupations	1,859

Strictly speaking, retail selling is a distributive industry; but, as a matter of fact, about one-fourth of all the employees belong to what are known as the productive industries. These are the carpenters, painters, engineers, etc., who are necessary for the maintenance and conduct of the business. In a few of these occupations the store offers employment to the beginner; but in most cases only skilled workmen are

hired and the young people who are attracted by this kind of work must first serve an apprenticeship in the trade itself and not in the store.

SELLING POSITIONS AND OTHER POSITIONS

The entire force of a store is sometimes arbitrarily divided by the management into "productive" and "non-productive" help. From 40 to 60 per cent of the employees were reported as actually taking in money, while the remainder, the "non-producers," were engaged in keeping the business going and making it possible for the "producers" to sell goods.

The large proportion of "non-producers" is due to the liberal interpretation of service, a development department stores have led the public to expect and incidentally to pay for. Every step in the evolution from primitive barter to modern retailing has been marked by constant increase in the amount of "hired help" necessary to carry through the transaction.

Approximately seven per cent of this help is in the delivery departments. This is not on account of the large amount of bulky merchandise, but because the store extends delivery service impartially to the purchaser of a carpet or of a handkerchief. Since the customer may insist upon the delivery of the handkerchief, regardless of the scheduled wagon service, the department is further increased by a number of boys who "run specials."

The policy of liberal service to the customer has created a large number of special positions which are

more interesting than important in determining the extent of the field. Among these interesting positions might be mentioned complaint tracer, special shopper, domestic science lecturer, and caretaker for children.

The variety of occupations peculiar to merchandising is sufficiently large to make this an attractive field for persons of widely different tastes and capabilities. A boy who wishes active outdoor work will naturally gravitate towards the delivery department, in spite of the limited opportunities for advancement which it offers. The young man who is reliable rather than brilliant, may find his work in the marking room. The work of porters and packers is unskilled labor which requires little more than physical strength.

OFFICE WORK

The office departments offer clerical work of various kinds which is attractive to the girl who does not desire contact with people. Much of this work is mechanical and the opportunities for increase in pay and promotion are more limited than in the selling force. On the other hand average wages are higher in office work than in salesmanship. Many girls consider that office work is more "ladylike" than other store employment and these positions are much in demand. A limited number of office positions above the rank and file are held by women, but as a rule the interesting and important executive work is done by men.

THE SELLING FORCE

The greatest number of opportunities either for employment or promotion are in the selling force. This is often spoken of as being "on the floor." Both boys and girls may find employment here. The number of the latter is increasing as women successfully compete with men for important selling positions. For a boy to refuse department store employment on the ground that he does not wish "to sell ribbon," is to show his ignorance of the business. It is doubtful if a single large store in Cleveland employs a man for this purpose, as this and many other departments have an exclusively feminine sales force. Speaking in general terms, salesmen are only employed to handle men's furnishings, sporting goods, bulky merchandise, such as rugs, furniture, blankets, etc., and yard goods which are difficult to handle, as household linens and dress goods. Certain departments might be considered "neutral ground" as, for instance, shoes and silks, which are sold by both men and women. Positions as buyers and buyers' assistants are not restricted by sex, and boys and girls may both consider them as a possible goal. If an employee has a strong preference for another line of merchandise or work in a different department, he is usually given the first possible opportunity to make the change in order that he may have congenial work and increase his usefulness to the business.

BUSINESS CONTINUOUS THROUGHOUT YEAR

For the bulk of workers, employment is not seasonal as business is continuous throughout the year. Every store has a reserve of extra help or "part timers" whose services may be secured for special sales or holiday trade. Many of these "extras" are women who are living at home but at one time or another have had selling experience. The number of regular employees varies somewhat and high tide is reached in the days between Thanksgiving and Christmas. Certain departments have their busy season regardless of the rest of the industry, as millinery and suits in the fall and spring. By readjustment of work employees who have made themselves valuable in these departments are carried over the period of dull trade which comes between the busy seasons. Employment in the department store is open to all.

CHAPTER III

NEIGHBORHOOD STORES

A neighborhood store is that type of department store which draws its trade from a comparatively limited area of which the store is the center. The kinds of goods carried are practically the same as in the larger department store and the variety of merchandise may be nearly as great; but the selection is more limited because of the small stock.

Cleveland is a city of detached houses and small homes which makes for a more spread-out manner of living than do large tenement and apartment houses. For this reason the population extends over a large area and the neighborhood stores, especially small stores, are numerous. These small stores include many which are hardly more than thread and needle shops. The operation of these small shops is very often a family affair, the whole force being kin to the proprietor. In such stores no department lines are observed and everyone serves in a general utility capacity.

The larger and more prosperous neighborhood stores often have as many as 200 employees. Their organization into sections is much the same as that of

the large department stores. Certain departments, such as the mail order department, are not found at all. Others, like the stock room, are very much simplified in organization, and offer few if any regular positions.

OPPORTUNITIES FOR PROMOTION

Promotion to selling positions is more rapid in the neighborhood stores than in regular department stores. One reason for this is that a larger proportion of the force is "productive," i. e., selling. This proportion may run as high as 80 or even 90 per cent, as compared with the 40 to 60 per cent of "productive" help in large department stores. Another reason why promotion is more rapid, is because the work in a smaller store is less highly specialized. A comparatively inexperienced person may hold a selling job in one of these stores because the majority of sales involves only small amounts of money. The neighborhood customer buys small wares in the local store, because these things are bought casually, as the need arises. It is also true that many staple articles, such as sheeting, are purchased in the neighborhood store. This may be because the element of selection is not important, or because the transaction is unhurried, or it may be that in a purchase where quality is the first consideration the buyer feels that the firm stands back of the purchase as a guarantee. Often the customer will personally know and trust the salesperson. When this customer has an important purchase to

make, she is likely to invest three cents in carfare to take her to the district of larger stores where the variety of choice is greater. This is true, for instance, in the purchase of a suit, a silk dress, or furniture.

This adjustment of shopping by the customer reacts on the question of employment in the neighborhood store in two ways. As has already been said, it makes possible rapid promotion to the sales force, but it also tends to do away with those positions which demand expert salesmanship to handle high priced goods. This is especially true of such selling positions as are customarily held by men. It must be recognized that the neighborhood stores, as a field for employment, offer comparatively few highly paid positions.

Employment in these stores is looked upon as desirable preliminary training for service in larger department stores. This is the general opinion held by those who hire the employees in the larger stores. The selling experience gained in neighborhood stores is looked upon as general, in that it gives an acquaintance with a variety of merchandise rather than an extensive knowledge of any one line of stock. This experience makes the employee adaptable and resourceful.

Another advantage of neighborhood training for salespeople is the fact that they are brought into closer human relations with the customer and thus learn the value of personality as a factor in making sales. It is difficult for a salesperson to realize the part which her own personality may contribute to success if she has always dealt with a passing crowd

of customers, the greater number of whom she never expects to serve again. With the smaller "trade" of the neighborhood store the salesperson and the customer not infrequently come to know each other by name. Whether the purchaser returns again to do business with the clerk and the store, depends to a considerable extent on how pleasant the process of buying has been made for her. A salesperson who understands this and makes herself agreeable quickly attracts her own patrons.

SOME ADVANTAGES IN NEIGHBORHOOD STORES

Evidence from a number of sources goes to prove that service in the neighborhood stores is popular with employees. They will accept the somewhat longer hours and smaller wage in order to secure employment, where as they express it, "life is easier." A feeling of permanence attaches the employee to his job when once it is secured and satisfactorily filled. The women usually remain until they marry or until their families move from the neighborhood. The human relationship is not only a bond between customer and salesperson, but between employee and employer as well. It is the difference between working for an impersonal organization and for an individual proprietor who is approachable and often very much liked.

The neighborhood stores are open at least one evening in the week and their hours of work are, as a rule, all that the law will allow. This requires some

splitting of the day in order that none of the women shall work more hours than the law prescribes. It also means that few boys under 16 and few girls under 18 are employed in these stores.* Saturday closing during the summer is not observed; but, when it is the custom of business in the neighborhood, another afternoon is given as a half holiday. All of this is on the supposition that the letter of the law is observed, which unfortunately is far from being invariably the case.

The proprietor, or firm, deals directly with the workers as individuals. The majority of employees live in the immediate neighborhood and have their own social life and interests in their homes, churches, and clubs. Most of them go home to lunch, which does away with the necessity of store-provided lunch and rest rooms. As far as could be learned, there is no organized effort to instruct employees in the technical knowledge peculiar to their jobs. Such knowledge as they do acquire comes through individual contact with their superiors. The relation of the neighborhood store to its own particular community and to its employees, is not unlike that of the general store in the town or small city.

Wages vary greatly as between the large and small

* General Code of Ohio, section 12996. No boy under the age of 16 and no girl under the age of 18 years shall be employed, permitted or suffered to work in, about, or in connection with any establishment, or occupation named in section 12993: (1) For more than six days in any one week; (2) For more than 48 hours in any week; (3) For more than eight hours in any one day; (4) Or before the hour of seven o'clock in the morning or after the hour of six in the evening.

stores of this type; but the average is somewhat less than in the regular department stores. It is claimed that the service for which these wages are given is less strenuous and exacting than that which commands higher pay in the larger stores.

CHAPTER IV

FIVE AND TEN CENT STORES

Cleveland had, in the fall of 1915, six large stores where nothing costing over 10 cents is sold. These belonged to three syndicates or chains. To show the extent to which this business has developed, it may be stated that the largest of these syndicates, which controls three out of the six Cleveland stores, has 747 branches in different parts of the country.

The number of saleswomen in a single store is all the way from 12 to 70. The total number in the six stores was approximately 226. The shift in this industry is large, as there are continual changes in the selling force. One store reported the number of new employees hired in six months as being about equal to the average selling force. The flood tide of employment in these, as in most retail stores, is reached in the weeks immediately preceding Christmas. At no time does the business have what may be called a marked dull season, except as periods of general depression affect all business.

THE WAGES OF BEGINNERS

Beginners' wages in the Cleveland five and ten cent stores range from \$5.00 to \$5.50. The wage of the

selling force is all the way from \$6.00 to \$12.00, and in some instances may be increased by a profit-sharing method, or by irregular "prizes" for special sales. These prizes are much like the "P.M.'s" of the regular stores. A "P.M.," it should be explained, is a bonus and means "prize money." Heads of sections receive from \$10.00 to \$15.00 and are expected not only to sell, but also to keep track of stock.

As a place where girls and women may find work, the five and ten cent store should be considered a separate proposition. Its relations with the department stores on the question of engaging employees are those of neither give nor take. The managers of the five and ten cent stores, without exception, stated that they preferred to hire beginners who were without store experience. The department stores, on the other hand, were equally positive that the five and ten cent stores did not supply experience which would be profitable for their employees.

CONDITIONS OF WORK

Furthermore, from the standpoint of a desirable place to work, these stores should not be considered as a class. Each shop must stand or fall on its own merits. The location of the store, the kind of building in which it is housed, the character and personality of the manager—these all have much to do with determining the conditions under which the employees work. The selling force of any store always works, to a considerable extent, under the same conditions

as do the customers. This means that the better the class of trade which the store serves, the better will be the working conditions as to lights, ventilation, etc. The five and ten cent store is, comparatively speaking, a newcomer in retail trade and is going through an interesting evolution in regard to the custom which its merchandise attracts. There was a time, not so very long ago, when purchase in one of these stores was regarded as incriminating evidence of either poverty or penuriousness; while the fact of having made it denoted a dangerous disregard of social standing. The stigma that then attached to these stores as shopping places affected the employees. The sales clerk was reckoned as "about good enough" to wait on the trade which the store attracted. This trade was not overfastidious about light, or ventilation, or over-crowding. Consequently the employees shared the conditions offered the customers. The increase in the number of these stores, and their recognition as places where certain kinds of goods can be advantageously purchased, has secured a higher grade of patronage. To appeal to this better trade, store conditions have been gradually improved, which has reacted favorably on the employees.

There is a marked variation as to the provision of lunch and rest rooms, toilets, locker space, etc., which the different five and ten cent stores make for their employees. This is equally true of the regular department stores. The conditions in particular stores cannot very well be discussed in a publication

of this kind. It can be said, however, that as compared with some of the regular department stores, the hours of work are longer and the conditions under which the work is done are more trying to the saleswomen.

The girl who is going into industry seriously, expecting to remain for promotion, should be advised against taking a place in a store where few if any such opportunities for women exist. This is especially true in view of the fact that employers in the large department stores do not look with favor on five and ten cent store experience.

FEW OPPORTUNITIES FOR PROMOTION

Only one kind of position is open to a woman and that is a selling job. The office or clerical positions are so few in number as to be negligible. With no "charge" and no "sent" purchases (unless the latter is one dollar's worth of goods), the amount of clerical work is comparatively small. Therefore, the girl who dislikes dealing directly with people should not look for employment here, where she will always be in contact with the purchasing public. There are no opportunities for the physically handicapped.

The art of salesmanship is not a very important factor in these stores, as the "goods sell themselves." This does not mean that a girl will be employed who is deficient in tact, intelligence, or initiative. A large total on her sales record is traceable to the judgment of the buyer who selected her merchandise as often as

it is to any selling ability of her own. Her knowledge of stock is limited to location of goods and stock numbers. She is also responsible for keeping her space clean and in order. She does not need to know a great deal about arithmetic, as she deals only with the multiples of five and ten and seldom has sales which require her to figure beyond a dollar. She occupies a unique position in that she is, as it were, a consolidation of a number of departments. The responsibility of the whole transaction is hers: she is the salesperson, the wrapper, and the cashier. She usually starts as helper to a more experienced girl and may, in course of time, advance to head of the section.

We have tried to define the opportunities which these stores offer prospective workers; for it must be recognized that the five and ten cent store is a distinct factor in the placing of girls in mercantile positions. A larger number of girls can be placed here to better advantage than is commonly recognized. Among this number is the girl who has no desire to assume responsibilities and no disposition to acquire the special information which constitutes an expert knowledge of stock. Also there is the girl who wants an immediate selling position and will not give the time necessary for apprenticeship. The chance of future promotion is not as important to her as the immediate possession of a selling job. In this group should also be reckoned all those who know that their stay in industry will be short, and who, for the brief time of their employment, want an adult job both for

the wage and prestige. In addition to these, are the women who want to go into retail selling, but who are too old to take junior positions from which they may work up, and yet have not the necessary qualifications and experience to get positions on the selling force of a regular department store.

All these types exist, and they must be recognized when an attempt is being made to adjust a girl to store employment. If she is any one or any combination of the above types, she may make good in a five and ten cent store, providing she is quick and reliable, with sufficient deftness to enable her to operate a cash register and wrap goods quickly. To do this work, the saleswoman needs to be calm and controlled. A high-strung, nervous woman cannot give steady, even service under the conflicting demands which are made on her attention. A girl who goes into the five and ten cent stores to work should have good health and should take care of it, for the long hours and constant crowds will tax her strength and drain her vitality. Of course this is also true, though in a somewhat less degree, in reference to work in any department store.

The girl who expects her application for employment in the five and ten cent store to be accepted, must be 18 years old in order that she may legally work after six o'clock. It is better for her to be without previous selling experience (unless in other five and ten cent stores), as employers in these stores prefer to train help according to their own methods. Applications for employment may be made at any

make, she is likely to invest three cents in carfare to take her to the district of larger stores where the variety of choice is greater. This is true, for instance, in the purchase of a suit, a silk dress, or furniture.

This adjustment of shopping by the customer reacts on the question of employment in the neighborhood store in two ways. As has already been said, it makes possible rapid promotion to the sales force, but it also tends to do away with those positions which demand expert salesmanship to handle high priced goods. This is especially true of such selling positions as are customarily held by men. It must be recognized that the neighborhood stores, as a field for employment, offer comparatively few highly paid positions.

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CHAPTER V

WORKING CONDITIONS AND HEALTH

"Health is the working man's capital; having lost it he is a bankrupt." The preservation of this capital, in the case of the department store worker, depends to a large extent both upon the attention which he himself gives to his health and the conditions under which he must work. The three things which he must himself provide for his physical well-being are proper food, suitable clothing and healthful living conditions. Money spent on these things is an investment made to increase or protect his capital in order that it may withstand the heavy drain which six days labor makes upon it. The responsibility of making an investment of this kind is serious but it is often met in the most casual fashion with ignorance and indifference. So long as no physical discomfort is felt, such things as food and sleep are given little attention. Living conditions are seldom so bad that the individual cannot, if he will, make great improvements for the sake of his own health and comfort.

A large factor in the conservation of health is the kind of home in which the worker spends much of his unemployed time. The standard of comfort

which he is able to maintain here will contribute to his efficiency as a worker. The home possible for persons in moderate circumstances in Cleveland is better than in many cities of similar size. The detached houses which insure sunlight and fresh air are common and within the means of the average working family. The comparative absence of tenement districts in Cleveland and all the evils which go with this method of overcrowded housing make for healthful living.

So much has already been written upon the subject of hygiene that literature of this kind is easily obtainable. In addition to books of general information there are other publications which deal with the health of the worker in various industries, including department stores.

The conditions under which the employee must work may be poor and, in spite of any care or precaution he can take, his week's work may draw too heavily upon his reserve of health and strength. These conditions are generally beyond his control and he is usually obliged to accept them even though they may be not only undesirable but positively injurious.

Working conditions in the department stores of Cleveland are, on the whole, better and more favorable to the health of the employee than in many industries in which the unskilled boy or girl can obtain employment. There are, however, at least three disadvantages affecting the health of the worker which the girl who wishes to become a sales-

woman should consider from the standpoint of her own physical fitness for such work. These three drawbacks are: basement selling, long hours of standing, and nervous strain.

BASEMENT SELLING

The use of the basement as a place in which to do business seems to be considered necessary by all Cleveland department stores. This makes necessary the use of the sub-basement as a working place for various other employees concerned with the upkeep of the plant. It should be said, however, that large sums have been and are being spent by various stores to add to the comfort of customers and employees who do business in the basement. Whether or not a basement is a satisfactory place in which to work depends, not on the fact that it is a basement, but on the provisions which have been made for lighting, ventilation, safety, and sanitation.

Long hours of standing constitute a condition of the work of the selling force. Girls, in particular, should not go into this employment unless they have the physique to stand this kind of strain. An attempt has been made in Ohio to lessen this hardship by legislation.*

* General Code of Ohio, section 1008. Every person, partnership, or corporation employing females in any factory, workshop, business office, telephone or telegraph office, restaurant, bakery, millinery or dressmaking establishment, mercantile or other establishments shall provide a suitable seat for the use of each female so employed and shall permit the use of such seats when such female employees are not necessarily engaged in the active duties for which they are

In some cases employees complain that after seats have been placed in compliance with the law their use is not always encouraged. A visit to the street floor of five stores at 10 o'clock in the morning showed the following conditions: out of a total of 514 salespeople counted, 60 were sitting; 149 were standing when they were apparently doing nothing which made this necessary. In three stores only were there aisle tables or counters where, so far as could be seen, it was not possible for the salesgirl to sit at any time. A total of 80 of these tables were counted in the three stores where such means of selling are used. It may be objected that girls would not be tired enough to sit as early as 10 o'clock in the morning, but this hour was selected for the purpose of making this count because it is late enough for the salespeople to have finished putting stock in order and still too early for many customers to have arrived.

It would seem to be the part of wisdom for employers not only to provide sufficient seats but to insist on their use at all possible times in order that there may be fewer saleswomen giving irritable and indifferent service because of aching feet and backs. It is not enough however, for employers to provide proper seats if the salespeople themselves by failing to care for their feet and by wearing improper shoes

employed and when the use thereof will not actually and necessarily interfere with the proper discharge of the duties of such employees, such seat to be constructed where practicable, with an automatic back support and so adjusted as to be a fixture but not obstruct employees in the performance of duty.

do not do their part to minimize the strain caused by long hours of standing.

The nervous strain of the salesperson due to poor health or unfavorable conditions of employment is further increased by the incessant demands which customers make upon him. Whether the demands are those of a single exacting customer or the onslaught of a bargain-day crowd, they require a self-control and patience which is exhausting. So strong is the tendency to nervous fatigue that it might almost be called the occupational disease of salesmanship, as it is of school teaching. For this condition the store, the salesperson, and the purchasing public may all be responsible. They are partners morally if not legally. The store providing proper working conditions is to that extent absolved from its share in the partnership. The salesperson who fails to fortify himself with proper food, sleep and clothing becomes the accessory as well as the victim. The customer will probably continue to remain morally responsible but difficult to hold to accountability.

LENGTH OF WORKING DAY

Under healthful working conditions the ordinary working day in the department stores is not so long as seriously to overtax the employee. It is nominally from 8:00 or 8:30 A. M., to 5:30 or 6:00 P. M., with either 45 minutes or one hour for lunch time. Saturday half holidays are given during July and August by three out of the five department stores. Overtime

is required in one way or another in all stores. The amount of this work may be small. It is not usually necessary in all departments. It is to be expected, however, at certain seasons of the year. The adjustment of overtime, whether or not it is paid for, depends upon the policy of the store.

Delivery departments are usually in the basement or the sub-basement. Fortunately most of the employees of these departments are on outside work the greater part of the time. Service as wagon boys and drivers means long hours and cold work in winter. This employment is usually sought by those who do not like confinement and by others who for physical reasons must be out of doors. Bulky merchandise such as furniture is sent on trucks instead of crowding the lighter delivery cars so there is no lifting of heavy pieces. The work is not automatic or monotonous.

In none of the department stores visited were the employees on the floors above the basement subjected to the discomforts of working in a "day before yesterday atmosphere," that is, in the stale air left by the crowd of the previous day. The stores are all clean and generally well lighted. Offices and stock rooms are situated on the upper floors where the air and light are good.

An effective protection is afforded department store employees, in the salesforce at least, by the fact that conditions under which they work are public and in no way shut off from inspection. Employees share the same provision for light, space, and venti-

lation which the store makes for its customers. Just what these provisions are depends upon the kind of trade which the store attracts.

LUNCHESES AND LUNCHROOMS

The noon meal is an important factor in the quality of service which employees are able to give during the afternoon when trade is heavy and the day's strain is beginning to tell on body and nerves. If this meal is not properly selected and eaten, both health and efficiency suffer. Ohio legislation requires all industries employing women to provide a separate lunch room or give an hour at noon with permission to leave the building. All the department stores have lunch rooms for the employees and some of them include hot food and service at a nominal price. Employees may buy as much or as little of this food as they choose.

In certain stores the management has not only fulfilled the requirements of the law in supplying lunch rooms and toilets but has gone even further and provided rest and recreation rooms, the services of nurse, doctor, and dentist as well as club houses and summer camps.

CHAPTER VI

WAGES AND EMPLOYMENT

Department store work is a form of industry which offers employment in junior positions to the untrained applicant. The educational requirements are limited to sufficient schooling to secure working papers, or, in an increasing number of firms, to graduation from the eighth grade. Since the business does not exact from the would-be-worker an unpaid apprenticeship or limit promotion to those who have had special technical training, the employment offices of these stores are visited by many boys and girls who have just left school and are looking for a job. These numbers are further increased by the fact that in the minds of many there is a certain prestige associated with this work as compared with employment in some other industries. The hours are shorter and the work is cleaner and less monotonous. For these reasons labor is abundant; the applicants for beginners' positions exceed the demand. This fact alone tends to establish a low initial wage.

Boys and girls anxious for this kind of employment need to be given information as to the opportunities the industry offers. It is from this point of view that this chapter is written. Discussion as to whether

wages in the industry are a just return for the service rendered by the worker is therefore purposely omitted. Nor is the question of how the wage of the department store employee may be increased, except as a direct result of training, here considered.

BEGINNING WAGE

The initial wage is of relatively small importance compared with the opportunity the employment offers for increasing it. The increase, as a rule, may be obtained either by promotion or by remaining in the same position and increasing the value of the service which is given. From the standpoint of wages, the rank and file of positions in the department store are of two kinds: the one where a wage is assigned to a job, as in most junior positions where there is a messenger's pay, cashier's pay, etc. The other where the pay is reckoned on the amount of service rendered, as payment of salespeople where commission is given based on the amount of sales.

Experience which comes from time spent at one job is perhaps the easiest as well as the slowest method of increasing the value of service. If this is the only method used to secure an increase, the total returns are very small. A steady and common-sense effort to add to both the amount and quality of service given will be the most successful method of securing, not only all the increase in pay the job will bear, but eventual promotion.

As a matter of fact the beginners' wage in a depart-

ment store is fair as compared with other industries employing the same grade of help. Millinery and dressmaking establishments both require an apprenticeship before one may even get on the payroll. Occasionally an extremely low, or "nominal" wage, will be paid. A girl who wishes to become a milliner must give at least two seasons, of from 12 to 14 weeks each, before she receives a wage the equal of that paid to bundlers and checkers in many department stores. The beginners' wage for girls engaged in the manufacture of ready-made garments is from \$4.00 to \$6.00 a week. The scale of wages paid to boys upon entering the printing trades ranges from \$4.00 to \$6.00. The wage paid by department stores in Cleveland to the 15-year-old boy and the 16-year-old girl is from \$3.50 to \$7.00, depending on the store where the employment is obtained. Rewards, "P. M.'s," or prize money, and bonuses or commissions give irregular additions to department store wages. It is also the common practice to give employees a discount, usually 10 per cent, on everything they buy. As it is very easy to obtain a "floor pass" or "shopping permit" before 10 o'clock in the morning, employees have first choice in all marked-down sales. These privileges, in a small way, increase the purchasing power of the wage received.

FACTORS CONTROLLING WAGES

The pay of the employee is not a matter of luck nor is it subject to the whim of an executive. It is the

result of close study of costs and adjustments of expenses. In order to know just what is the cost of doing business, the store is divided into merchandise sections such as the furniture section, the glove section, etc. Each of these sections might be compared to a small store or specialty shop to which the main organization furnishes space, light, heat, elevator, delivery, and office service, all the different items, in fact, which are called "overhead charges." The small "shop" for instance is charged for rent, light, and heat, according to the square feet of floor space which it occupies. The proportion of elevator, delivery, and of ice expenses, which are assigned to the "shop" are based on the amount of business which is done there.

In addition to overhead charges the department must meet its own expenses such as the cost of goods, expense of selling, etc. Under the expense of selling come the wages of those who do this work. In each department the allowance for salaries is reckoned from the amount of the department's sales. It may be four per cent, six per cent, or more, of the total. Further than this each salesperson has assigned to him a total which his weekly sales should reach. This sales standard corresponds to the "task" which is set for employees in a factory run under an efficiency plan. This may be \$60.00 or \$260.00 according to the stock of the department, as the girl at the notion counter is not expected to reach the same total as the coat and suit saleswoman. The amount of weekly sales may also vary according to the season. The fur

department, for instance, would be held to a higher figure in November than in May.

The above explanation has been made at some length to amplify the statement that wages are not assigned at random. It also makes clear that the salesperson has a definite responsibility to the department and to the business, and that the best argument which can be given to secure an increase in wages is to show a growing total of weekly sales.

SOURCE OF WAGE DATA

Some time after the field work of this study was completed, the State Industrial Commission generously placed at the disposal of the Survey advance copies of its report on wages and fluctuation of employment in 1914. The consideration of wages and irregularity of employment taken up in the following pages is based entirely on the data thus obtained.

It should be borne in mind that the information collected by the Industrial Commission pertains to the whole county. This, however, is not a serious objection, because nearly nine-tenths of the people of Cuyahoga County reside in the city of Cleveland and an even larger proportion of the commercial activities discussed are located within the city limits. The report includes wage data for both wholesale and retail establishments in a single group. The data do not therefore relate strictly to the particular retail group which is the subject of this study; but there is no doubt that the salespeople employed in depart-

ment, neighborhood, and five and ten cent stores constitute the bulk of the people in the city engaged in selling occupations. A more serious condition in considering the wages of salespeople in department stores is that these figures do not take into account money received through commissions and bonuses.

The following illustrated comparisons are presented for the purpose of showing the general conditions existing as to wages and fluctuation of employment in department store and other occupations. They demonstrate the desirability of saleswork, from the standpoint of wages, over other kinds of employment open to young workers of the same general education and social status.

WAGES OF WOMEN

The first of these comparisons relates to weekly wages of women 18 years of age and over, employed as salespeople (except in traveling positions), as office clerks, stenographers, bookkeepers, and other positions in retail and wholesale stores. Earnings in these occupations are compared with those of women employees in millinery and lace goods establishments and in telegraph and telephone companies. The comparison, which shows the per cent earning under \$8.00 a week, from \$8.00 to \$12.00 a week, from \$12.00 to \$15.00 a week, and over \$15.00 a week, is shown graphically in Diagram 1. The figures given with each wage classification indicate the per cent receiving this wage.

It will be observed from Diagram 1 that the workers in millinery and lace goods lead, with 21 per cent receiving over \$15.00 a week. The clerical workers in retail and wholesale stores come next with 17 per cent, and the saleswomen third. Workers in

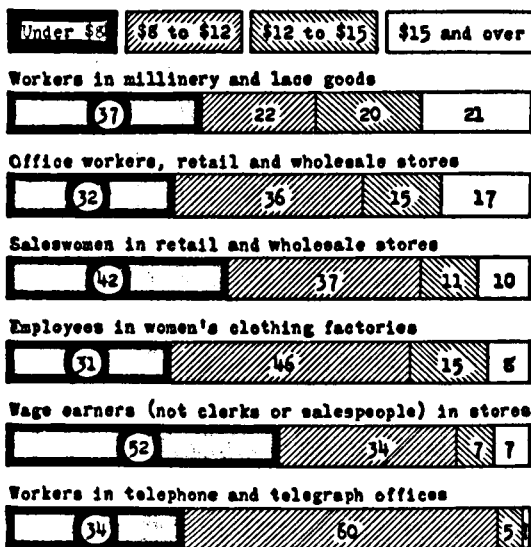


Diagram 1.—Per cent of women earning each class of weekly wages in each of six occupations

women's garment factories, one of the largest factory occupations in which women are employed, stand fourth in the comparison with approximately eight

per cent earning over \$15.00, which is two per cent less than the number of saleswomen who receive this amount. Other women wage earners in retail and wholesale stores and women employees in telephone and telegraph offices occupy fifth and sixth places respectively. It may be contended that practically all the women engaged in the garment industry are bulked together, so that the low-paid tend to bring down the average; while in the case of retail and wholesale occupations the saleswomen and the other wage earners are separated. This is true. But it is also true that by combining these two groups and bulking all the women, except the office force, the comparative percentages are scarcely altered.

An interesting point brought out by this graphic comparison is that retail trade constitutes a much better field for women's employment, as compared with the great majority of positions open to them in other lines, than is commonly assumed to be the case. This is brought out even more clearly in Table 2 which compares, on a percentage basis, those who earn \$12.00 a week and over, in all of the industries in the city employing as many as 500 women in 1914.

TABLE 2.—PER CENT OF WOMEN EMPLOYEES OVER 18 YEARS OF AGE EARNING \$12 A WEEK AND OVER

Office employees, in retail and wholesale stores	31.8
Employees in women's clothing factories	22.5
Saleswomen in retail and wholesale stores	21.0
Employees in men's clothing factories	13.3
Employees in hosiery and knit goods factories	7.9
Employees in printing and publishing establishments	7.7
Employees in telephone and telegraph offices	6.3
Employees in laundries and dry cleaning establishments	4.4
Employees in cigar and tobacco factories	3.9
Employees in gas and electric fixtures concerns	3.2

If the data were for retail stores only, and did not include wholesale stores, then office work, which now stands at the head of the list, would probably not make so good a showing, although the superiority over the selling positions is, from the wage-earning standpoint, so marked that there seems to be no escape from the conclusion that on the whole women office workers are better paid than women in the sales force. On the other hand the proportion of saleswomen earning \$12.00 and over is from nearly seven times as great to not far from twice as great as it is in the factory industries, if we except the workers in women's clothing factories, whose earnings per week are better than those of the saleswomen. Again it may be noted that the percentage of saleswomen who earn \$12.00 a week and over is increased by the fact that other women wage earners in retail and wholesale stores are not included. This is true; but when all are included the variation is only two per cent and the position of saleswomen in the list is not altered at all.

WAGES OF MEN

With respect to men employed on the sales force of department stores a somewhat different situation exists. In Diagram 2 a comparison is made of the wages paid in sales positions with the wages paid in clerical positions. Here it will be noted that men who sell goods in retail and wholesale stores earn more on the average than men occupying clerical positions, such as bookkeepers, stenographers, and office clerks. This comparison does not include traveling salesmen.

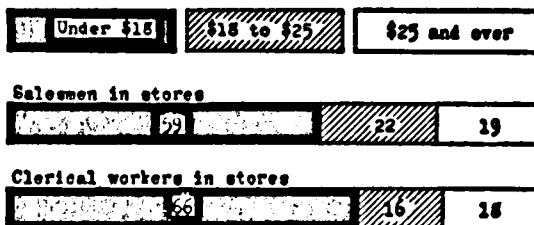


Diagram 2.—Per cent of salesmen and of men clerical workers in stores receiving each class of weekly wage

A further comparison of the earnings of the men in stores with the earnings of male workers (omitting office clerks) in the different industries of the city employing the largest number of men is given in Diagram 3 which shows the per cent in each industry earning \$18.00 a week and over.

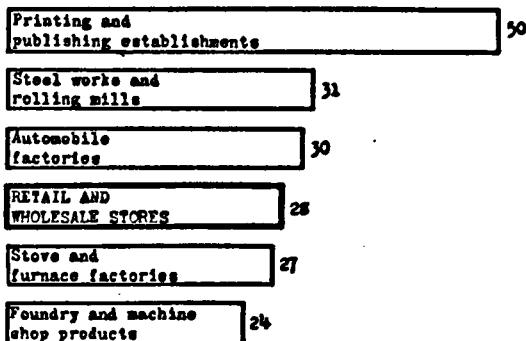


Diagram 3.—Per cent of male workers in non-clerical positions in six industries earning \$18 per week and over

In comparing wages in stores with those in manufacturing industries it must not be forgotten that the working day and week in the larger stores is shorter than in most of the factories. Hence a comparison of earnings on the basis of wage per hour would show a still greater advantage in favor of both salespersons and clerical workers.

REGULARITY OF EMPLOYMENT

In department store work and in nearly all branches of retail selling, there is a marked fluctuation in the number employed during the year. This is particularly true in the department stores, where the high tide is reached in the days between Thanksgiving and Christmas and the ebb tide, or lowest number employed, during the months of July and August.

Sales work in the department stores is seasonal in the sense that a large number of extra saleswomen are taken on during the Christmas season for a period of temporary employment usually lasting from one to two months.

The proportion of the total working force for the whole year employed in such transient jobs is approximately one-fourth. How selling positions in retail and wholesale stores compare with other fields of employment in this respect is seen in Diagram 4. Each bar represents the highest number employed during the year. The part of the bar in outline represents, on a percentage basis, the average number employed.

Transient employment with respect to the amount of time out of work is least among the women employed by telegraph and telephone companies and greatest in lace goods and millinery establishments. Saleswomen in retail and wholesale stores take fifth place among the six kinds of work compared, while

Workers in telephone and telegraph offices

Average Employed -- 94%

Office workers in retail and wholesale stores

Average Employed -- 91%

Wage earners (not clerks or salespeople) in stores

Average Employed -- 87%

Employees in women's clothing factories

Average Employed -- 83%

Saleswomen in retail and wholesale stores

Average Employed -- 79%

Workers in millinery and lace goods

Average Employed -- 59%

Diagram 4.—Per cent that the average number of women employed during the year is of the highest number employed in each of six industries

clerical work in stores shows steadier employment than any except telephone and telegraph offices.

Men engaged in selling jobs are less affected by seasonal fluctuations, comparing favorably, in this

respect, with the clerical force and with workers in the principal factory occupations.

In regard to promotion in department stores it should be noted that as a rule the executives are made in the business and are not, as in some industries, brought in from the outside because they must have some special training which the organization itself does not provide. Not only in Cleveland, but in other cities where studies of the same kind have been made, it has been found that practically all the people holding important store positions have come up from the ranks. The lines of promotion through the different departments and the approximate wage for each job are given in Chapter VII.

CHAPTER VII

ANALYSIS OF JOBS

This chapter presents an analysis of the department store business in Cleveland with a view to furnishing certain preliminary information necessary to any scheme of vocational training. In order to organize instruction that shall meet the needs of the industry and the worker, it is first necessary to have a clear idea of the demands of skill and knowledge which the industry in its various occupations makes upon its workers. With this purpose in mind, the following plan of analysis has been adopted:

(1) The major departments of the business, such as the selling, delivery, and office departments have been regarded as distinct industries.

(2) These departments have been further divided into types of employment or jobs. In each department the employment which may be secured by the worker who is both young and inexperienced has been listed as the beginner's job or Job No. 1.

(3) The line of promotion has been regarded as the sequence of jobs which the average worker follows in his advance in the industry. These have been listed as Job No. 1, Job No. 2, Job No. 3, etc.

(4) A study of each job has been made to show

what is required of the worker. The difference in content between successive jobs shows the new knowledge which must be acquired as a factor in promotion.

Detailed as this analysis is, it must be admitted that it is not exhaustive. The modern department store is a very complex organization representing many highly specialized industries. By bringing together under one roof and one management the widely different stocks of many specialty houses it offers for the selection of the customer a great variety of merchandise. To handle this merchandise requires a large force of workers. For the convenience of its patrons, the store also provides additional expert service of many kinds. In order that these varied activities may be properly housed and the machinery of distribution kept in motion, an extensive plant is required. To provide for the upkeep of this plant, the maintenance of the business, and the service of customers, also calls for the employment of large numbers of men and women skilled in a great variety of unrelated trades. It would not be practicable, nor for the purpose of this study is it necessary, to include in an analysis of this kind all the details of so many diverse occupations. Nor is any attempt made to analyze or chart executive positions, in which such abstract personal qualities as initiative, promptness, persistency, tact and courtesy, contribute so largely to success.

Separate analyses have been made of the selling department or floor positions open to men and

women. The delivery department has also been analyzed. There are well-defined lines of promotion in the offices and these might well be the subject of further study were it not for the fact, previously stated, that clerical and office positions in Cleveland have been covered in other publications. Jobs in the stock and marking rooms are too closely connected with those on the floor, between which there is a constant interchange, to make a separate consideration worth while.

In regard to the analyses which follow, it may be further stated that no chart of any department in the industry can be made which will be more than illustrative of the general and usual conditions regarding organization or promotion. From the standpoint of the industry, there are as many different ways of handling the business of the departments as there are executives at their heads. Marked ability on the part of an employee, or an emergency in the department, may in individual cases set aside all precedents which normally govern promotion. Nor does employment in a department always begin at Job No. 1. Entrance can be and is made all along the line. As has been indicated in the diagrams, transfer between the departments is frequent and to be expected. Such transfer is sometimes made at the request of the employee who does not find his work congenial and sometimes by the management in the interests of better service in the business. The analyses and diagrams of the different departments given in this study are composite and not a picture of any one organization.

**THE SALES FORCE OR FLOOR POSITIONS OF MEN
MESSENGER OR FLOOR BOY—JOB No. 1 OR No. 2**

The worker comes from outside to the initial job in this department. This means that in the majority of instances he has never been employed before and is applying for work as soon as he can secure his age and school certificate. It may mean that he has been in school up to this time or that he has completed the eighth grade a year or two previous to coming of working age and that during this interval he has loafed and done odd jobs. His employment, if any, has been unrecorded because illegal. His job is to do errands between the different departments inside the store, to carry goods, and to answer calls. He must very early learn the location of different departments in the store, the merchandise sections, and the goods carried in each section. He should also learn the names and positions of the important people in the store. The wage is from \$5.00 to \$6.00.

BUNDLER OR WRAPPER—JOB No. 1 OR No. 2

There are comparatively few departments where boys are employed as bundlers or wrappers. They are generally used only where the goods are too bulky to be easily handled by girls, or in the men's furnishing departments. A bundler must acquire a certain amount of manipulative skill in order to make a neat and secure package out of bulky and unwieldy articles and must be able to do this with-

out waste of string or paper. If he wraps in the section he usually serves as a sort of inspector as well and must compare goods with sales check, discover errors in check and change, and return goods to salespeople. He must be sufficiently familiar with the store system of sales checks to find mistakes, and must therefore be rapid and accurate in addition, subtraction, and multiplication. The wage is from \$5.00 to \$6.00.

STOCK BOY—JOB No. 3

The stock boy may be, and generally is, employed both on the floor and in reserve. Boys work in the stock room more often than do girls. An exception to this is marking, which is usually girls' work. He must know the position of stock both in the section and in its allotted space in the stock room. If there are not sufficient wheelers, he often carries goods from reserve to the section. The stock boy must keep his stock clean and in order and must report over and under supply of articles either to the buyer or head of stock, according to the system of organization. The amount of responsibility which he assumes in regard to upkeep of stock depends upon his maturity and experience and the assignment of this work by those in authority. If the marking room does not employ an invoice clerk or "checkers" as they are more often called, he may have to check incoming goods from the invoice. In this case he must be able to understand an invoice, know the fundamental processes of arithmetic, and the store

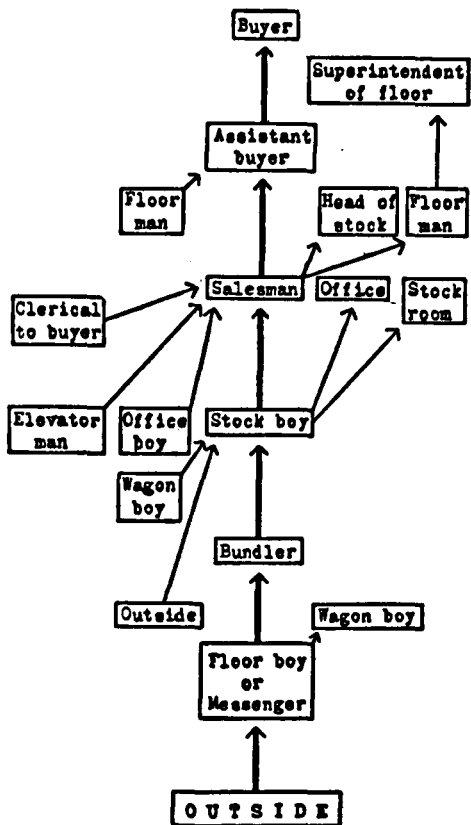


Diagram 5.—Line of promotion among men in floor positions. Heavy line in center indicates common line of promotion. Arrows coming into this from each side indicate occupations other than the previous job from which workers may enter. Arrows going out indicate where worker may go to another department instead of following normal line of promotion

system of marking such goods as are not marked by machine. This does not mean the store cipher, but the lot and stock number on the tags. The wage is from \$6.00 to \$7.00.

SALESMAN—JOB No. 4

The salesman must know his stock as to kind and variety of merchandise, its quality and values, position on the shelves or in the department, as well as what is in reserve or on order. He should be able to answer customers' questions on such points about goods as grade, quality, style, finish, durability, popularity, size, quantity, different makes and brands with the characteristics of each.

It is also necessary that he soon become thoroughly familiar with the system of sales checks peculiar to his store in order that he may properly handle different kinds of sales, such as charged, sent, C. O. D., charged to one address and sent to another, and shopping on a transfer; also that he may know when it is necessary to have his floorman's O. K. on irregular transactions, such as special deliveries, goods charged and sent on approval, exchanges, refunds, discounts, etc.

It is necessary and desirable that he know the store sufficiently well to be able to direct patrons and answer their questions. To do this he must know the location of departments and merchandise sections, of special features such as the tea room, the children's playroom, the foreign department which provides the services of interpreters, goods

which are being prominently featured in other departments, and the special sales which are advertised.

The competent salesman must understand how to approach the customer; how to be courteous and deferential without overdoing it. He must also know what kind and how much of his stock to show. In certain departments, such as the silk or dress goods, he must have the technique of handling material. Every variety of merchandise has its own peculiar technical knowledge which must be acquired by the expert salesperson.

It is necessary that the salesman keep his counter space in order and report to the buyer in regard to the movement of the stock. In addition to the above, if he is selling yard goods, he must know how much it takes to make certain articles and must be rapid and accurate in the use of elementary processes of arithmetic, particularly multiplication and fractions. He must take dictation of proper names and addresses rapidly, write them plainly and spell them correctly. The wage is from \$10.00 a week up, plus commissions and P. M.'s.

It is just before reaching the position of salesman that many boys drop out of department store employment. The stock boy begins to feel that he is too old for his job and he wants more money than this position will pay. The girl who has come into the store at the same time may have developed more rapidly and may now be a saleswoman. He may be held back by the fact that most of the goods

sold by men are high grade and expensive merchandise. There are few if any "easy" departments, such as handkerchiefs and notions, where the girl gains her experience, in which an inexperienced young salesman may be placed while learning to sell.

Another complication may arise, from the fact that the boy may have fitted into a "special position" where the wage seems high for the time being but where there is not the future that is open to him as a salesman. He cannot stand even a temporary reduction to the beginners' wage in the selling department and he is too expensive for any section to take him on at his present rating.

Beyond the point of being a salesman, promotion becomes entirely a matter of individual ability. The coveted position to which most salesmen hope to attain is that of buyer. The buyer is head of a merchandise section or department. If it is a large and important section, such as suits or furniture, he will handle but one line of goods. In the less important departments, or in smaller stores, a buyer combines two or more lines. If the section which he handles is a large one and there are many demands on his time, the buyer may have as aides a head of stock and an assistant buyer to whom he assigns a part of his responsibilities. Both the head of stock and the assistant buyer may sell during busy hours. Promotion to buyer of a section will usually come through serving in one or the other of these capacities.

A salesman may be promoted to floor man and

then return to a section as buyer or assistant buyer. While the position of floor man is the next one described in this analysis, it is not necessarily Job 5. All promotions beyond that of salesman are irregular in that they are due to special ability and aptitude.

FLOOR MAN OR SECTION MANAGER OR AISLE MAN OR AISLE SUPERINTENDENT

While many names are applied to this position, that of floor man is most commonly used. The term "floor walker" has been discarded as the responsibilities have been increased and the holder of the position is no longer regarded as a mere patrol or "spotter." The superintendent of each floor assigns a number of sections to the supervision of a floor man. The amount of business done in the several sections determines how many of these one man can oversee. The street floor being the most difficult, more competent men are placed here and are given less territory.

The worker comes from not only the sales force, but various outside positions where he may have gained experience and ability in dealing with people. He must be an adult and bring to the position competence and a good presence. Some floor men have been traveling salesmen, others the proprietors of small stores of their own which they have given up because they could not handle the financial end of the business. Floor men have even been known to come in from positions as drivers in the delivery

department. An unsuccessful buyer will sometimes do well at this work.

One of the duties of the floor man is to take responsibility from the salesperson. He O. K.'s all sales checks when there is an irregularity in the transaction, such as other goods to be included in the parcel with the purchase, merchandise to be worn from the section or for any reason to be handed out unwrapped; erased or corrected sales slips and also voided sales slips. In order to handle these emergencies he must be familiar with the store's method of procedure in all unusual cases. He represents the management of the store to the customer and must have dignity, good manners, and be well dressed. It is necessary that he be thoroughly familiar with the policy of the store, the departments, and the merchandise sections, and have a general rather than a detailed knowledge of the stock in his territory. He is continually called upon to answer a great variety of questions which call for acquaintance with all these details. In the case of differences between sales person and customer, he acts as adjuster. He must have tact and resourcefulness and must understand the temperament and peculiarities of the workers under him. In the space assigned him the floor man has certain authority over all salespeople, inspectors, cashiers, bundlers and messengers. He must, for instance, sign their shopping permits and passes to leave the department. The position of floor man is regarded as more or less permanent. As has been stated, a

man may go from this position to that of buyer, or he may become superintendent of an entire floor. The wage is from \$15.00 to \$20.00.

THE DELIVERY DEPARTMENT OR OUTSIDE POSITIONS OF MEN

Conditions in this department are very different from those in other occupations which the industry offers. In the first place, it is outdoor work. The employees of the delivery department are accustomed to refer to men in the sales force and offices as having a "lady-like job," probably because those engaged in inside work are less exposed to weather and do little or no manual labor. This department calls for familiarity with horses or motors, instead of with merchandise. While there is promotion and transfer between this and other departments of the store, as may be seen by reference to the chart, it is less frequent. Employees more often come from jobs outside and leave for other means of employment not related to selling.

It is not a department which offers great inducements in the way of promotion or increase in wage. There are two points to be considered, however, in regard to what it does offer: (1) A type of boy who could not hold a selling or clerical position may make good at this work; (2) a delicate boy may grow robust on the wagon. Men who are debarred from indoor employment have earned a fair wage and recovered their health as drivers. This should not

be interpreted as meaning that the delivery department offers a haven for uncouth boys and invalids, for such is most emphatically not the case.

BOYS ON SPECIALS—JOB No. 1

The worker comes from outside, with age and schooling papers, and seldom has more than an eighth grade education. He must be over 16 years old, for he often has to work after six o'clock. Sometimes he comes from a position on the floor (inside) where he has had a junior job, such as messenger. In applying for employment, boys frequently specify that they want an outside job, and are then placed in the delivery department if there is a vacancy. "Special boys" or "boys who run specials" take with them goods which the purchaser insists must be had before the next regular trip of the delivery wagon can bring them. The worker must be familiar with local geography; that is, he must have a knowledge of the city and suburbs which includes the location of streets, avenues, hotels, and apartment houses; he must also have a knowledge of street car lines and the points which they reach. As the messenger of the store in which he is employed, he must make a good appearance. The wage is from \$5.00 to \$6.00.

WAGON BOY OR JUMPER—JOB No. 2 (OR No. 1)

The worker at this job also must have a knowledge of local geography in regard to the district which his route covers. In addition to this, he must know the

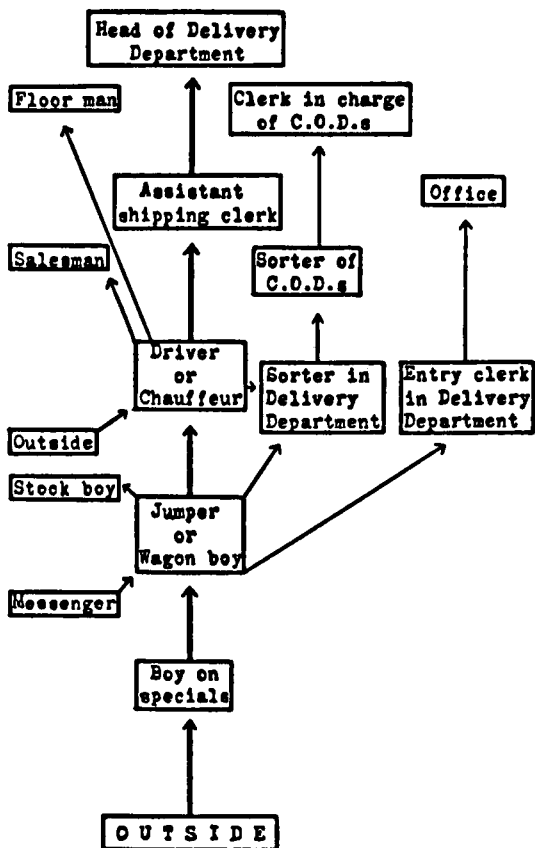


Diagram 6.—Line of promotion among men in delivery department

names of the streets, the location of streets and street numbers, where streets intersect, and the numbers at cross corners. While the responsibility of routing or stacking the load belongs as a rule to the driver, the quickest way for a wagon boy to increase his value is to learn how to do this work.

The driver and his wagon boy take the packages marked with the number of their route from the bin in the delivery room and sort them, first according to streets, then by consecutive numbers. The object is to get rid of the load as fast as possible in order that the long haul may be made with a light load. The packages are loaded into the wagon in the order sorted, except that heavy and bulky articles go in first. A separate list of these is made on a card which is kept under the driver's eye in order that nothing shall be overlooked in a consecutive delivery. If the sorting is not done carefully, the car will be late in returning to the garage, as time is lost on the road in searching for parcels and in doubling back to make deliveries which have been overlooked.

To save time, the jumper may be given a "hike" and sent through a block with an armful of parcels to deliver. He meets the wagon again further along the route. Needless to say, the driver is popular or not with the jumper according to how he arranges "hikes." The boy must be able to read writing that is sometimes none too legible. This he often has to decipher by the light of a lantern or street lamp. He must also be able to make change, as the driver

will sometimes give him C. O. D.'s to deliver. The wagon boy represents the store at the customer's door and therefore should be courteous, neat, and clean. The wage is from \$5.00 to \$8.00.

DRIVER OR CHAUFFEUR—JOB No. 3

The man on this job must be at least 17 years old and must know how to drive a horse or run a motor. Both gasoline and electric delivery cars are used. Whether or not he will be required to give any care to the horse, wagon, or harness, such as feeding, washing or oiling, depends on whether this work is assigned to drivers or stable men. For the same reason, he may or may not be expected to attend to the upkeep of his car and make minor repairs while on the road. When the cars of the department are cared for by contract, the only responsibility which the chauffeur has for repairs in case of accident is to telephone to the garage for repair men or for another car. The worker must know thoroughly the traffic regulations of the city, whether he drives a horse or a motor.

The driver is responsible for C. O. D.'s. He is bonded to protect the firm against loss through his dishonesty or carelessness. He must be proficient in such arithmetic as is required to make change, to total and balance his C. O. D. sheet after each trip, and to make out such daily or trip reports of his car as are required.

The driver is responsible for the stacking of the load and he must not only know how to do this

himself but he must also know how to teach an inexperienced wagon boy. Incidentally it may be said that previous experience as a chauffeur or teamster is of no particular value as training for this kind of work. The boy who has worked as a jumper is much more desirable as raw material from which to make a driver than either of these two. The boy has had experience on a route and can already stack a load. It is much easier to give him such knowledge as he has not already picked up about the technique of driving than it is to teach a competent chauffeur how to route and stack a load. This opinion is held not only in Cleveland but in other cities as well. The position of driver is looked upon as more or less permanent. Chances of promotion in the department itself are few as there is only one superior position and that is head of the department. This head or Superintendent of Delivery may or may not have a shipping clerk as assistant. The positions of sorter, entry clerk, etc., are of minor importance and give employment to a few young men or boys inside the department. A driver or chauffeur who has ability and good personality may, if he cares to, secure promotion to inside work on the sales force. The wage is from \$12.00 to \$15.00 and a low per package cost of delivery will, in some stores, secure an addition to this wage in the form of a bonus corresponding to P. M.'s in the sales force.

JOBS IN THE MARKING AND STOCK ROOMS

The immense amount of goods which the department store must keep on hand is divided into stock on the floor and stock in reserve. Selections from the stock which is on the floor are displayed in the show windows and in the section. The remainder is held in the department where it can be easily produced for the inspection of customers. The line has to be constantly replenished from the reserve in the stock rooms. Incoming goods are taken to stock rooms, unpacked, checked, marked, and stored until needed on the floor. The stock kept here as well as that on the floor is in charge of the head of stock or buyer of the merchandise section to which it belongs. He may assign his stock boys and girls work on stock in reserve as well as on the floor, but they are reckoned as belonging to a particular stock and not to the room as a whole.

Their line of promotion is in the department to which they belong and not through successive positions in the stock room. There is a small number of employees who belong entirely in this department and are necessary to the upkeep of the stock room, but they come from various unrelated sources and there is no line of promotion which is generally followed. With the exception of the position of head of the department, the jobs here are not particularly desirable. They are adult jobs and as a rule are "dead ends." "Stockmen" is a general term which is sometimes used to designate these workers. They are, as a matter of fact, high grade porters who pack

and unpack goods, keep the room in order, etc. The qualifications for this work are strength and faithfulness and honesty. These plain virtues seldom secure for the worker in this, or any other line of work, the financial returns which are given for skill and intelligence. The holders of these positions commonly become fixtures in the employ of the department.

CHECKER

Checkers and special markers for coats and suits are usually developed from stock boys and they eventually go back to the floor as salesmen. There are only a few of these young men employed and their wage is between that of stock boy and salesman.

WHEELER

The 15-year-old boy who is without experience may find work in this department as a wheeler. This corresponds to the "messenger" in the sales-force. The requirements, the pay, and the duties of the job are about the same, for the wheeler is a messenger who carries goods. If he is intelligent and interested, he may be advanced to stock boy and follow this line of promotion. If he wants outside work he can go into the delivery department as Special or Wagon boy. The wage is usually \$5.00.

MARKER

This is a beginners' job for girls. It is also regarded as a place where a girl who has failed to make good in

other positions can be given a last chance to hold a job. The work is generally done by machine and is mostly automatic. A responsible person sets the machine so that it will print the correct price and the desired number of tags. The worker has only to move a treadle with her foot and hold the article in place while the tag is printed and attached. The machine puts on pin tickets. A girl who does good work here may be promoted to a junior position in another department, and so advance. There is no work in the store which makes less demand upon the intelligence or skill of the worker and the pay is consequently the minimum wage paid by the firm.

TUBE ROOM GIRLS

The girls in the tube room are really cashiers and nothing is required of them which necessitates knowledge of store system or the work of other departments. It is an isolated position in that a girl may obtain her preliminary experience in employment which is outside and unrelated to the other work of the department store. These positions are not in direct line for promotion to any other occupations in the store. The worker may have gained her previous experience in a market, a grocery store, or a neighborhood store, in fact in any position where she has been called upon to make change rapidly and accurately. This is about the only demand which the job makes upon her and requires only a knowledge of addition and subtraction.

There is also a small amount of manipulative

skill involved in this work. The girl must open the carrier, take out the sales check and tear off the voucher, and file it. The remainder of the sales check and the change are placed in the carrier and this is started on its return in the proper tube. It is possible for a girl who is accurate and responsible to become head of this department or bookkeeper in the tube room. Relatively speaking, these positions are not very important and the pay is proportionately small.

THE SALES FORCE OR FLOOR POSITIONS OF WOMEN BUNDLER, WRAPPER, OR CHECK GIRL—JOB NO. 1

The worker comes from outside when she enters this department at Job No. 1, which is not always the same in different stores. The girl cannot secure her work papers until she is 16 and, like the boy, she may have been graduated from the eighth grade at 14. The majority of stores will not employ a girl unless she has finished the eighth grade, for if she has not been graduated by the time she is 16 years old, it generally means that she is not bright or mentally alert.

Girls just beginning are assigned to merchandise sections and the number who wrap or check depends upon the amount of business, not in terms of dollars, but in the number of sales. The girl who is a bundler or wrapper, as the term indicates, wraps goods. The use of envelopes to hold merchandise such as buttons, notions, ribbon, trimming, handkerchiefs,

etc., has made wrapping in many sections a mechanical process. Where clothing or yard goods are sold, a certain amount of technical knowledge is necessary in order to fold and pack without creasing. The work must be done rapidly, using a minimum amount of paper and string and boxes or envelopes of the proper size. If goods are to be sent, the address label must be torn from the sales slip and neatly and securely attached to the bundle; if "taken with," the package must be neat, compact, and securely tied, and the customer's sales slip returned to the saleswoman with the goods. The wrapper must inspect the sales check and see that the goods which she wraps tally with the entries. The wage is from \$4.00 to \$5.00.

There are no hard and fast rules about Jobs No. 1 and No. 2. Custom varies in different stores. The order is interchangeable, depending on the plan or scheme of organization and practice. Some stores have, to a considerable extent, done away with these positions by adopting the cash register. With a register in the section, the saleswoman attends to all the details of her own sale, making change and wrapping goods. Other stores have a section desk where all goods, unless too bulky or fragile, are wrapped. Money is sent to the tube room, and sales checks and goods are inspected. There may be two girls at this desk, one to wrap, the other to inspect or check and take care of the tube. Still another method places at the desk a cashier who makes the change herself and a wrapper

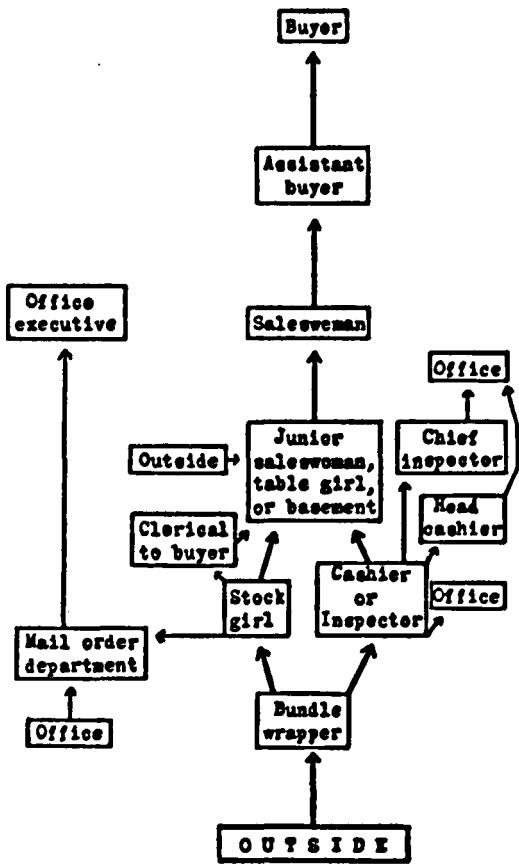


Diagram 7.—Line of promotion among women in floor positions and in other positions

who puts up the goods and inspects. If the business of the department is not too heavy, one experienced girl can serve in a double capacity.

CASHIER OR INSPECTOR—JOB No. 2A

The cashier must verify the sales check which is handed to her with money and make change when necessary. To do this she should be rapid and accurate in mental arithmetic, especially in addition, subtraction, and multiplication of dollars and cents. She must be systematic, as well as accurate, in tearing off the proper portion of the sales check and filing it. At the end of the day the total of these checks and the total of her cash must balance and she must make out her report in neat plain figures. This also requires a certain proficiency in arithmetic. For a charge purchase she must call up the credit office. She must know how to use the desk phone and to speak in a low, yet distinct voice.

The inspector verifies the reckoning of the saleswoman as represented on the sales check and the arithmetic of the tube room girl in the change returned. This means that she must be accurate and systematic. She must also be able to add, subtract, and multiply rapidly and correctly. She must know the store system in regard to all details of sales checks, not for the purpose of writing them, but in order to discover errors as she examines each check to see that it is properly made out, both as to detail and amount. She must, unless fabric is very delicate, verify the quantity of merchandise by counting

or measuring. A small degree of manipulative skill is necessary for this process as well as properly to fold money and sales check, place them in the carrier, and start the carrier in the tube. The wages for either of these jobs are from \$5.00 to \$9.00.

STOCK GIRL—JOB No. 2B

The worker at this job must know the different kinds of merchandise kept in her department; she must know the goods, not only by brands but also by stock numbers; she must also be familiar with the position of stock on the shelves or hangers of the section and the location of reserve in the stock room. It is necessary that she have a sense of system and order if she is to keep her stock in proper shape, clean, well arranged, with price tags and labels attached. Special work is required of stock girls in such departments as "Shoes," where goods must be picked up after each sale, properly mated and boxed before returning to the shelves. In the coat, suit and dress sections, it is also continually necessary to put away stock which has been brought out for the customer's inspection and to examine garments for missing price tags, buttons, rips, and loose trimming. If the articles needing repair are sent to the workrooms for this purpose, it is usually the stock girl who takes them there and sees that they are eventually returned to their places. In some departments the sales women examine garments to note repair and the stock girls have no responsibility of this kind. She must check stock ac-

ording to lists which are given her and must know the store system of marking stock numbers on price tags.

The stock girl may sometimes be called upon to mark goods, using a marking machine for the purpose. This is an almost automatic process. This work is unskilled labor of low grade and is usually done by "markers," who are employed for the purpose. The usual practice is to keep the girls out of the stock room as much as possible and to give them work with stock in the section. If they are to work in the stock room for any length of time, they are commonly under the direction of an older and responsible person from the section. The markers in the room are under supervision and have a place to work which is away from the aisles between the stock shelves. The wage is from \$5.00 to \$7.00.

JUNIOR SALESWOMAN—JOB No. 3

The junior saleswoman must have the elements of the knowledge which the saleswoman has. She is usually placed in an easy position where no complicated demands will overtax her limited skill; or else she is stationed with an experienced woman who will share the responsibility. The stocking, notion, and handkerchief counters are considered easy selling positions for beginners. So are bargain or aisle tables where the goods are all of one kind and one price. A girl may gain her first experience in selling by being in the contingent force made up

of those who are called to help out in emergencies. The wage is from \$7.00 to \$8.00.

SALESWOMAN—JOB No. 4

The duties of a saleswoman are practically the same as the duties of a salesman. These were noted in detail on page 60. The wage is from \$8.00 up, plus commissions and P. M.'s.

Positions as buyer or assistant buyer are open to an increasing number of women. But it must also be stated that women who can secure promotion of this kind sometimes refuse the responsibilities of the buyer's job, preferring the wage and commissions which they are able to earn in the section.

Some opportunities are offered to women in the mail order departments of certain Cleveland stores. The privilege of shopping by mail is offered to customers, but no extensive attempt is made to go after this kind of trade by means of promotion schemes, special catalogs and general advertising. In the majority of stores such orders as do come through the mails are cared for incidentally, to the satisfaction of the customers, but without the need of any special organization or staff.

Such mail order departments as are in operation are most interesting examples of efficient and careful organization. Their business, however, can be handled by five or six employees unless a combination is made with service such as telephone orders and complaints that come in by mail and telephone. Aside from those who do clerical work, the

employees in the mail and telephone order departments may be reckoned as holding "special positions," such as have been previously mentioned. The greater the variety of employments which the industry offers, the better opportunity there is to adjust employees of differing temperaments and abilities to congenial work. The filling of orders which come in by mail and telephone gives employment to a few girls who have the good taste and judgment, together with the knowledge of stock essential to the saleswoman, but who do not have the further qualification of being able to meet the customer and make the sale.

There is a wide difference in the organization of these departments and in the adjustment of the work; so much so in fact that it is not possible to give an analysis of the industry which would be more than a description of one particular method. Such a method would have no relation to the operation of this department in another store.

CHAPTER VIII
VOCATIONAL TRAINING FOR DEPARTMENT STORE WORKERS

The previous chapters have described conditions in salesmanship and some other occupations in certain types of retail stores in Cleveland. They have dealt with facts and avoided the expression of opinions. The present chapter is of a different character. It deals with vocational training for department store workers and it makes suggestions and expresses opinions instead of dealing exclusively with facts.

That vocational training for department store employees is both desirable and possible is proved by the fact that most of the large stores in Cleveland make some provision for the instruction of their workers. We shall not discuss at length any of the methods of training now in operation. It should be said, nevertheless, that some of these classes are carefully organized and excellently taught with every promise of increasing in usefulness. Others employ methods of instruction which belong to the academic school of an earlier decade and give evidence that the problem of vocational training with which they are presumably concerned is not even understood. It is possible that this latter instruction is allowed to con-

tinue only because the store management knows more about merchandise than it does about vocational pedagogy. That there is wide opportunity for its extension is shown by the large number of employees not yet reached and the great variety of occupations in the industry. All this, however, is aside from the question under discussion—the need of training.

The 16-year-old girl and the 15-year-old boy who leave school to look for a job are the “raw material” from which the industry makes its employees. That the amount of material taken in for this purpose every year is large, the records of the employment department will show. The transformation into a more or less finished product has always been incidental to the business of retail selling. That this conventional method is both wasteful and inadequate is proved by the repeated assertion that it is seldom necessary to advertise for junior help because of the over-abundant supply, but that competent adult workers are difficult to secure. In line with the present demands for efficiency in industry and elimination of waste in all kinds of business, it would seem that the department stores might profitably give more careful attention to this phase of scientific management, the training of employees.

The increasing cost of operation is another factor which further demonstrates the need of vocational training in the department store. This increase, whether due to labor legislation or to other causes, must be met within the industry. In some instances

stores are already considering to what extent this can be done by the employment of trained help, in the belief that by this means they can reduce both the cost of "production" and the items of operating expense due to the shift of workers in the industry. There is no question that the expense incurred by the constant changing of workers is a considerable item. How great it is in the department stores of Cleveland could not be ascertained as no figures covering the cost of discharge and employment were obtainable. Apparently no records of this kind are kept. But it is safe to assume that the cost of changing an old name to a new one on the payroll is considerable and that in all probability a reduction in the frequency with which this is done would be an appreciable saving to the business. There is every reason to believe that training the workers will certainly reduce the amount of shift in the industry for it is a well-known industrial fact that skilled labor is more stable than unskilled. Nor is it open to doubt that the right kind of industrial education increases the productive capacity of the employee. These direct results of vocational training, then, are within reach of the business. To make them contribute to a reduction of the cost of operation becomes solely a matter of policy and management.

THE GROUP TO BE CONSIDERED FIRST

The greatest need of training is to be found among those employees who neither improve in the work

they are now doing, and thereby make themselves worth more, nor advance to positions of greater responsibility. The exceptional boy or girl who goes into this or any other industry is not to be confused with this group, for the person of marked ability always finds his own way to success. This is especially true in department stores, where the majority of responsible posts are filled by those who have risen from minor positions. Every store in Cleveland can furnish most convincing evidence that such opportunities exist for those who can come up and take them. The fact that these exceptional people have demonstrated their ability to succeed without help does not permanently exclude them from any scheme of training which may be adopted. Nobody knows how much more effective they might have been with this additional preparation. It does defer as less urgent, however, the consideration of their needs, and the training of this type of person will therefore not be here discussed. Neither is it intended at this time to go into the subject of possible education for the markedly incompetent and inefficient. Their training is a special problem.

After eliminating from consideration these extreme groups, there remains in every store a large body of workers, who, early in their industrial career, arrive at a position from which they subsequently make little advance either in wage or position. Their failure to advance, it is sometimes asserted, is the fault of a wage system which does not make fair returns to the wage worker and so deprives him of the incentive

necessary to win increased pay or promotion. It is also maintained that the number of executive positions, in which classification is placed all positions above that of salesman, driver, and clerk, as compared with the whole body of employees, is relatively small, and hence the number of possible promotions in rank is necessarily limited. For these reasons, it is claimed, there will always be a large body of static workers for the majority of whom no promotion is possible.

Without attempting to affirm or deny the truth of these contentions, it is a fact beyond controversy that there is today in every large department store a considerable number of workers—clerks, salesmen, drivers—who never progress. The relatively small number of executive positions in any establishment, of course accounts for this considerable body of static workers, for the vast majority of whom no promotion is possible. One important factor in their failure to advance in wage, if not in promotion, is their inability beyond a certain point to produce.

The beginner in industry who is not an obvious failure or misfit may be carried a certain distance along the line of promotion by an impetus which he does not necessarily supply. In case he has no special ability, he will probably then become a member of the force holding the comparatively minor positions and making up the rank and file of the employees. This group is more or less stationary because its members have not the ability to discover or to use the opportunities which may exist for advancement or

increase in wage. Unassisted and undirected they cannot acquire the knowledge which will fit them for the job ahead or increase the value of the service which they are rendering in their present job. Their improvement must come through aid and stimulus outside of the regular channels of the business as they cannot get this from the resources which the store ordinarily offers. It should be kept in mind that the aim of training is not necessarily promotion but may be greater efficiency in a given job. Increased efficiency, under a fair-minded management, should eventually bring its own reward in increase of pay. This is particularly true of the selling force where returns to the employees are more or less dependent on the total of their sales.

The production of every department is controlled by the efficiency of the bulk of its workers. The fact that this group of workers who just stand still is so large is what makes them a "problem." For this reason employees of this kind are not desired. The attitude of management is well expressed by the saleswoman who remarked that "she had to work, as her firm did not want salesladies who could not earn a big commission over their salaries." At the same time employees who can't earn big commissions are more or less protected from discharge by the probability that their places would eventually be filled by others of no greater efficiency. In any scheme of vocational training for department stores this group should be the first point of attack. It is from them that the largest returns may be expected, for they are

the greatest in number. Such returns should mean not only better service and larger sales for the employer, but a higher wage and increased chances of promotion for the employee.

THE SCHEME OF TRAINING

From the standpoint of the school there are two well recognized kinds of training possible for department store employees: trade preparatory and trade extension training. By trade preparatory training is meant vocational training given to the pupil before he has had any experience as a worker, as a preparation for entrance into the industry; by trade extension training is meant the instruction that is given the worker after he has entered the industry for the purpose of increasing his knowledge of the trade. Eventually it may prove both desirable and practicable to organize instruction of both kinds, but this investigation has led to the belief that under present conditions the surest results can be expected from trade extension training. Since this is the type of training recommended by this report, space will not be given to the consideration of trade preparatory instruction for those who hope by this means to better their chances of obtaining employment in any of the departments of these stores.

In trade extension instruction, the members of the group to be dealt with have already secured their foothold in the industry; and, having mastered at least the rudiments of their job, they have acquired a

basis of experience which may be utilized for purposes of instruction. These people are responsive to teaching organized with regard to their needs, for daily experience is demonstrating to them their deficiencies.

The preceding analysis of the industry, showing the duties of the various occupations, as well as the examples of technical knowledge printed at the close of this chapter, make it quite clear that each job requires a certain amount of definite knowledge. This amount may be large or small, but it is necessary to the efficiency of the worker and differs from that required in the preceding job. The success of the proposed training will largely depend upon the employment of simple and direct methods that shall place this knowledge in the hands and head of the person or group needing it. The application of this instruction must be immediate and practical and must not be dependent upon the working out of a complicated course or schedule.

The organization must be flexible enough to admit of bringing together a group, or class, having a common need, although they may come from widely different departments of the business. Since the unit of class organization is not age, previous school experience, or even similar employment, it will be seen that this class should be held only until the need is fully supplied and should then give place to another organized on the same basis.

As in all vocational teaching, the size of the class should be limited. To make this work really effective,

the instructor should come in sufficiently close contact with all pupils to enable him to obtain a personal knowledge of their needs and capabilities. A further necessity for small classes and individual instruction is found in the fact that there is a constant shift of employees in the industry as well as frequent accessions from the outside.

It can readily be seen that this is not a problem of the regular school and that it cannot be met by ordinary classroom methods. Part-time or continuation classes, such as have already proved feasible for other kinds of trade instruction, are the most practicable methods of doing this work.

How these part-time or continuation classes are to be administered, is a question for local adjustment. There are a number of possible methods by which this may be done. It is not within the province of this report to recommend any one of these methods to the exclusion of all others, but rather to state the possibilities and limitations of each. The final decision as to which method, if any, shall be adopted, must be decided by those most concerned.

As has been previously noted, classes for the instruction of employees are already maintained in the majority of large stores. The extension of this plan of separate responsibility is one way of meeting the problem. But this method has certain obvious faults. The unequal opportunity which it affords to department store employees as a body is a conspicuous drawback. The value of the instruction so given, moreover, will always depend to a large extent on the

comprehension of the problem by the firm maintaining the classes. That this understanding is sometimes lacking and the instruction so given mediocre and of very doubtful value, is evidenced by some of the classes now in operation. This unequal opportunity is not only due to the varying quality of the instruction but to the further fact that while each store maintains its own system of teaching there will continue to be workers who do not share in this advantage. Among these will be found both the scattered individuals holding special positions and the small groups who are not employed in sufficient numbers to make up classes. There will also continue to be those whose need is not easily apparent and who constitute a problem beyond the ability of the average teacher. This method of separate responsibility involves much duplication of effort which is particularly wasteful when the instruction of small groups is involved.

Another possible method would be for the several department stores to get together and co-operate in providing instruction. There would seem to be no reason why stores should not unite for this purpose as well as for any other, as they have, for instance, in half-holiday regulations and in taking steps toward the correction of abuses in returning merchandise. Such a scheme has already been contemplated by department stores in another city and plans are now under consideration.

Cleveland stores have a physical advantage of location for such a co-operative plan of training in

that the largest stores are sufficiently close together to make a central point accessible to all. The advantages of this method are economy of maintenance and administration, the ability to command expert service, and the possibility of securing and sharing the results of a great variety of such experience as does not consist of exclusive trade secrets. There is a further possibility of supplying instruction to the numerous groups which in individual stores are so small that they will probably always be neglected.

The number of people whom it would be necessary to employ exclusively for the purpose of conducting these classes would be small as compared with the results accomplished. Collectively these stores now have in their employ a body of highly paid experts in all lines of merchandise. A large amount of the most accurate technical knowledge covering the work of all departments is already available in the several stores. These are valuable resources which should be utilized by the proposed "co-operative school."

For the head of this school, it would be desirable to secure a man or woman of more than usual ability and discernment who, above all else, could sense the business and routine of each contributing store from the standpoint of the employee and of store organization. It would be the business of this person to become familiar with the available sources of knowledge in the different stores and then arrange for the presentation of this knowledge to the various classes. By co-operation with the floor man, heads of sections and departments, as well as with the employees them-

selves, he should come into close contact with the requirements of the workers and should gather from the different stores those who, because of their common need, can be made into a "school unit." It would also be necessary to employ assistants of practical experience who would attend to the details of routine teaching, and act as interpreter for these experts who have the knowledge but not the ability to impart it even to a small class.

It is realized that a scheme of this kind would involve the overcoming of many objections and difficulties of adjustment before it could be put into actual operation. It would necessitate mutual concessions and forbearance on the part of everybody concerned, but the results would unquestionably justify the labor.

A third method, already in operation in Boston, New York, and Buffalo, calls for the co-operation of the stores and the schools. This partnership, it is claimed, makes certain that the needs of the pupil are considered before the demands of the business. It insures equal opportunity for all employees so far as instruction is concerned and it divides the expense of maintenance between the industry and the school. It is to be regretted that this scheme frequently results in the employment of teachers who are certificated for regular school work, but who have no other qualifications, instead of persons of practical experience. The employment of such teachers too often leads to the following of ordinary school practices and academic traditions rather than the methods and practice of business.

There are those who maintain that this instruction should be entirely taken over by the public schools, thus relieving the store of any responsibility in the matter. This immediately raises the question as to whether the industry should not directly bear its fair share of the training of its workers. In any event the cost would probably be charged back to the purchasing public. All consideration of this question aside, for the school to assume full responsibility for such training is probably not now advisable. The enormous expense involved and the physical limitations of the schools would make it difficult, without the co-operation of the store, to reproduce the trade atmosphere necessary for real vocational training. As a result, the instruction would become abstract and theoretical with the major portion of the effort limited to a continuation of elementary school subjects taught with reference to their application to department store work.

CHARACTER OF THE INSTRUCTION

The analysis of the industry has shown that in each occupation or job there is a definite amount of knowledge which must be acquired by the efficient worker. A study of this analysis and of the examples of technical knowledge needed by the worker at different points in the industry (see pages 97-100) will show that no such thing as a general course is possible. In every case the character of the instruction should be such that it will answer a definite need of the em-

ployee. What this instruction should be in specific cases can only be settled, on the one hand, by a thorough analysis of the occupation to determine what demands it makes upon the workers, and on the other, by a careful study of the workers themselves to ascertain how far they have been unable to meet these demands without assistance. Lessons can then be organized dealing with such subject matter as individuals or groups have failed to grasp, and the lack of which limits their efficiency or restricts their usefulness. It can readily be seen that this instruction will cover a wide range of subjects, from the use of fractions needed by checkers and salesgirls in yard goods sections, to the special technical knowledge of fine furs required by the salesperson who handles this merchandise.

The method by which this instruction can best be given is in series of short unit courses. "The short unit or brief course is an intensified form of instruction which is intended to serve in a limited number of lessons a specific need of a particular group. Each unit deals with one part of the trade and is complete in itself. The subject matter is selected with reference to the needs of the group, rather than its relation to other parts of the trade."* In every case the length of the course is to be determined by the subject matter. For instance, two one-half hour lessons may be a "course" when this time is sufficient for the necessary teaching.

* "Short Unit Courses for Wage Earners" by Wesley A. O'Leary and Charles A. Prosser, published by the U. S. Bureau of Labor Statistics.

The group or class to which this instruction is given might be made up of those who need the same technical knowledge, although they might expect to make a different application of this instruction. For instance, the unit course on silks might be given to a group composed of salespeople from the silk section, the waists and gowns section, and the section of men's neckwear.

It is hoped that the following examples of technical knowledge though neither complete nor exhaustive, may be suggestive of the kind of teaching which must be done. Furthermore, it is believed that this evidence of the extent and complexity of the required technical knowledge will be proof that the kind of instruction contemplated in this report cannot be successfully given by the regular school teacher. In other industries actual experience in the occupation for which training is given has been found essential for the teacher who is to instruct a trade class. There is no reason to suppose that in this respect the occupations of the department store differ from those of other industries. Academic training and teaching experience are desirable and valuable, but among the qualifications demanded of a teacher of this kind they are of secondary importance. In exceptional cases, this kind of teaching can sometimes be done by a person familiar with the details of retail selling, who has the ability to work with and secure the necessary technical knowledge from experts in the different occupations or lines of merchandise.

The lists of items of the technical training needed

by department store workers are not inserted as suggested courses of study in training classes. Some portions of the knowledge could well be secured through class work, but much of it could be acquired only by experience at the work itself. Only in listing the technical knowledge needed by salespeople in the shoe section has the attempt been made to arrange the matter in the form of unit courses of instruction.

**EXAMPLES OF TECHNICAL KNOWLEDGE NEEDED
TECHNICAL KNOWLEDGE NEEDED BY SALESPeOPLE
IN THE SILK SECTION**

1. Trade names of silks.
2. Names of different colors—shades and tints of standard colors may have trade names at different seasons.
3. Different kinds of silks by:
 - (a) Weave: taffetas, gros grains, plain foulards, poplin, habutai, crêpes (crêpe de chine, crêpe meteor, etc.), messaline, etc.
 - (b) Finish: Brilliant, lustrous, dull, chiffon, and heavy.
 - (c) Pattern: moire, tub silks, jacquard, brocade woven as plaid, printed as foulard, etc.
4. Pongees, shantung, and raw silks.
5. Satins: Differences in weight and weave of—duchesse, liberty, charmeuse, peau-de-cygne, merveilleux, etc.
6. Silks for day wear.

7. Silks for evening wear: Colors and combinations for evening.
8. Velvets: Cut, uncut, chiffon, paon, panne, etc. To distinguish short erect piles.
9. Velveteens: Plain and twill back.
10. Corduroys: Plain and twill back, English and American.
11. Knowledge of quantities required for garments and for special purposes.
12. How to meet the "ready to wear" argument from customers:
 - (a) Superior quality of material.
 - (b) Better fit and finish.
 - (c) Exclusive designs, no duplicates.
 - (d) Original color combinations.
 - (e) Adaptation to individual style and preference.
13. To cut a true bias.
14. To cut and prepare samples.
15. To handle goods properly:
 - (a) Display purposes.
 - (b) To avoid new folds and creases in goods on shelves and counters.
 - (c) To fold properly for wrapping.

TECHNICAL KNOWLEDGE NEEDED BY SALESPeOPLE IN THE UPHOLSTERY SECTION

1. Cretonnes:
 - Imported and domestic cretonnes.
 - Linen and cotton cretonnes, linen taffetas.

Hand-blocked and printed patterns.

Period designs, such as Adams patterns, Jacobean designs, Louis XIV and Louis XV.

Estimate lengths required for windows, doors, valances, upholstery, slip covers, etc.

2. Nets:

Grenadines, French swisses, marquissettes, scrims, etc.

Complete estimates for making and putting up curtains, including length of windows, amount of edge and insertion, brass trimmings, and labor.

Style of houses and proper draperies for each.

3. Lace curtains:

Marquissette, scrim, fancy nets, Brussels, tambours, and Irish point (which is applique).

Curtains which are bobbinet with a special trim, such as Cluny, Renaissance, Filet, Point Arabian, etc.

Lace curtains come in standard lengths, $2\frac{1}{2}$ and 3 yards, so no reckoning of material is necessary.

4. Fabrics:

Sunfast materials, imported and domestic tapestries, brocades, silk armure, silk damask, corduroy, velours in silk, brocade and panne, mohair, frieze plush, etc.

Estimate quantities for hangings and upholstery, including guimpe for upholstery and edge for hangings. In the estimate for fine hangings, it is necessary to include linings, interlinings, buckram, etc.

5. Window shades:

These are "carried for accommodation." There is little profit in them and a scale in this line is of no particular advantage.

Three principal qualities:

1. Opaque—the cheap shade.
2. Cambric—best wearing shade, tested and adopted by the U. S. for use in all government buildings. The shade to recommend for use in clubs, public buildings, etc.
3. Holland—dressiest and best appearing shade for residences.

Estimate for making shades must include roller, slat, and pull for each shade.

Stock shades—standard size 3' x 7'.

Extra charge which department makes for cutting to size of narrower windows.

6. Screens and utility boxes:

Screens: Wood effects, Japanese, leather, burlap, and tapestry.

Boxes: Cedar, mahogany, oak, matting.

Details of construction which make lines more attractive.

Various side lines can be added to this department, some of them intended to increase the sale of staples, such as willow and over-stuffed furniture which requires cretonne and fabrics.

7. Literature:

"The Upholsterer," published by Clifford & Lawton, New York City.

Other books published by the above concern. The "Colonial Decoration Books," issued by Marshall Field Co., Chicago, for their trade. Orinoco Mills, Kensington, Philadelphia, issue a book on "Sunfast Fabrics."

The salesperson in this department must have not only technical knowledge of his stock, but also ability to reckon the quantities of material required for different purposes, including the necessary findings, such as guimpes, insertions, edges, and the brass trimmings used for curtains and draperies. He must also be able to calculate the amount of labor required on an order and include this in his estimate at the rate charged by the store for such service. It is necessary for the salesperson in this department to have more mathematical ability, such as speed and accuracy in making complicated estimates, than is usually required for selling ordinary merchandise. The mathematical processes most commonly used here are addition, division, and multiplication of fractions and whole numbers. A certain amount of mechanical ability also increases the usefulness of the drapery salesman, as it will help him to handle the problem of adjusting to unusual windows, such as circular and swinging sashes. It is also necessary for him to know how the measure of windows should be taken for curtains and overdraperies and to put this memorandum in correct form for the filling of the order in the workroom. (Width, first, then length, as: 3' x 6' 4".)

**TECHNICAL KNOWLEDGE NEEDED BY SALESWOMEN
IN THE CORSET SECTION**

1. Anatomy:

Bones of ribs and spine.

Position of vital organs.

Organs which need support.

Organs which must not have pressure.

2. Makes of corsets:

Makes of corsets in which store specializes.

Peculiarities and special claims of each style.

Number of different makes.

3. Taking measures:

How to hold tape for waist measure and gauge size (two inches less than snug waist measure).

Measuring for special corsets.

4. Materials:

To distinguish the common materials such as coutil, batiste, brocade, webbing.

To know their comparative merits as regards washing, wearing, and stretching.

5. Boning:

Wearing qualities of different styles of boning, such as bending, rusting, breaking.

Proper position of bones when corset is on wearer.

Desirability of light and heavy boning for different figures.

6. Lacings:

Kinds—silk, tape, and elastic.

Proper method of inserting lacings.

Front and back lacings, kinds of figures to which each is adapted.

7. Fitting:

Selection of proper corset, slender, medium or stout figures.

Proper method of handling corset so as to adjust lacings.

Adjusting lacings after corset is on customer.

Taking off corset, loosening laces and evening up.

8. Surgical fittings and adjustments:

Fitting corsets while customer lies flat.

Corsets fitted from physician's prescription.

Special padding and adjustment of bones.

9. Alterations:

Shortening bones so as to give proper space between end and groin.

Changing position of supporters.

Reinforcing backs for extra support.

Bust readjustments.

TECHNICAL KNOWLEDGE NEEDED BY DRIVERS IN THE DELIVERY DEPARTMENT

1. Purpose and need of traffic regulation:

("Street Traffic Regulation is the management of vehicles so that they shall interfere with one another as little as possible and be able to go from point to point in the shortest time and with the least danger to themselves and pedestrians.")

2. Responsibility for public safety divided between police and drivers:

Drivers must know the rules and their own rights.

Police must enforce regulations.

3. Regulations as to keeping to the right, meeting, passing, turning, crossing, and stopping.
4. Speed:
 - Ordinary speed of vehicles and motor trucks.
 - Passing schools and hospitals. Approaching bridges.
 - Crossing bridges and draws.
5. Right of way of:
 - Police, fire department, ambulances, and U. S. mail vehicles.
 - Processions.
 - Pedestrians.
 - Vehicles on main thoroughfares and thoroughfares running east and west.
6. Relations between vehicles and street cars:
 - Right of way of street cars.
 - Overtaking and passing street cars which have stopped to discharge passengers.
7. Congested districts:
 - Location.
 - Special regulations in regard to travel in these zones.
8. Signals:
 - Semaphores (such as at 9th and 55th streets).
 - Colored lights (such as at 105th st.).

Note: Numbers refer to section in Safety First Ordinance, June 7, 1914, Cleveland, Ohio.

Whistles and signals by hands.

Drivers' signals:

By horn, when and how to be used.

By hand or whip for stopping, turning, etc.

9. Lights:

Number required and position.

Time for lighting.

10. Conduct in case of accidents.

TECHNICAL KNOWLEDGE NEEDED BY SALESPeOPLE IN THE SHOE SECTION*

This knowledge is arranged in the form of unit courses which are recommended in this report as the method of instruction.

Lesson 1:

Taking off customer's shoes; unbuttoning and unlacing shoes.

Pulling out stocking.

Putting on shoes; use of shoe horn; buttoning and lacing; tying lacings and ribbons.

Lesson 2:

The make-up of the shoe: counter, vamp, lining, etc.

Sewed shoes, turned shoes.

The line of the shoe; such points as the fact that taking off lifts or adding lifts to the heel will

*The greater part of this technical knowledge in regard to shoes first appeared in "An Investigation of Department Store Work to Determine the Possibility of Vocational Training," made by the writer and published in the findings of the New York State Factory Commission. The material has been revised up to date, and some minor changes made in it for this publication.

throw the shoe out of line and eventually spoil its shape.

Lesson 3:

Leathers and characteristics of each, wearing qualities, etc:

Kid, calf, patent leather, suede, buckskin; also canvas, cravenette, cloth and velvet as shoe material.

Lesson 4:

Fitting the shoe,

Measuring a foot to determine the proper size.

Length and width of shoes. Size marks.

Points at which a shoe may be stretched.

Insoles and heel pads to insure proper fit.

Lesson 5:

Cuts and styles:

Cuban, French, and military heels.

Long and short vamps, box toes, straight lasts, etc.

Front, back and side lacings.

Lesson 6:

Fitting abnormal feet:

Such points as high insteps, bunions, tender feet, weak ankles, flat arches. The kind of shoe a particular foot can wear to best advantage and for greatest comfort.

CHAPTER IX

LOOKING FOR WORK

This chapter will be of interest only to those who are looking for work, who want employment in the department store, and have begun to wonder what they must do to get it. It is written especially for boys and girls who have just left school and are about to start on their first hunt for a job. A beginner's job is often an elusive thing. It has first to be hunted, then caught, and finally held. The most important thing about this first job is what it may lead to. You should always consider it the doorway opening to another and better position. The 15-year-old boy and the 16-year-old girl must show their "work papers" before they can even get their first jobs, so the first step in a hunt for work is to make sure that these important papers can be secured.

WORK PAPERS

The law of the state of Ohio says: "No boy under 16 years of age and no girl under 18 years of age shall be employed or be in the employ of any person, company, or corporation unless such child presents to such person, company, or corporation, an age and

school certificate.”* No department store in Cleveland will employ a boy under 16 or a girl under 18 without this age and school certificate. The first step towards a job must, therefore, be a visit to the Board of Education to secure this paper. The department where these certificates are issued is at 421 Rockwell Avenue, on the first floor of the building. The clerk in charge of the office will give you a card which must be taken to the school which you last attended and filled out by the teacher so that it will give certain information in regard to your school standing. This card is shown on page 109.

After the card has been filled and signed it must be returned to the office (421 Rockwell Avenue) with your birth certificate, if you have one. If you were not born in the United States your passport will take the place of a birth certificate. In case it is not possible to obtain either of these proofs of your age your parents or guardian may be permitted to make a sworn statement as to the date of your birth. After your birth certificate and school standing report have proved that you may legally be employed in the State of Ohio, the Board of Education will issue a contract card. Page 110 shows what is on the face of this card, while page 111 shows what is printed on the back of this same contract card.

This contract card is not the age and schooling certificate and will not take its place. But when you have been actually hired for a definite job your employer fills out this card and it is returned to the

* General Code of Ohio, Section 7765.

The
Cleveland
Schools

SCHOOL STANDINGS REPORT—*Male*

No.

Law of 1913.—Sec. 7766, Ohio State Laws:—An Age and Schooling Certificate shall be approved only by the Superintendent of Schools or by a person authorized by him, upon satisfactory proof that such child has been examined and passed a satisfactory sixth grade test in the studies enumerated in Section 7762, Ohio State Laws, and number of weeks in attendance at school during the year previous to applying for such school record, and general conduct.

Pupil Age Years Months

Residence General Conduct

STANDING IN STUDIES

Reading English Grammar

Spelling Geography

Writing Arithmetic

I hereby certify that the above named pupil has passed a satisfactory (BY WORD)

Grade test in School.

Date 191 Principal

PLEASE NOTE--THIS CONTRACT CARD IS NOT A PERMIT TO WORK.

CONTRACT
MINOR EMPLOYMENT

No.....
Cleveland.....191.....

The
Cleveland
Schools

MR. ALEXANDER MCBANE
421 ROCKWELL AVE.

Dear Sir:

.....herewith agree to legally
employ.....receiving at.....Cleveland
whenever.....secures an Age and Schooling Certificate and also agree to return to said Alexander
McBane, named on the reverse side of this contract, the Age and Schooling Certificate of said child within two
days from the date of the child's withdrawal or dismissal from.....employ, also agree to give the reason in
writing for such withdrawal or dismissal.

(WRITE WITH PEN)

.....
NAME OF EMPLOYER, FIRM OR CORPORATION
.....
(NUMBER) (STREET OR AVENUE)

.....
(NAME OF PERSON AUTHORIZED TO SIGN FOR FIRM OR CORPORATION)

NATURE OF BUSINESS
.....

Phone }
City }
} Redl.....

To the Employer:--
Please note two requirements
of the above blank contract-- The return of the
Age and Schooling Certificate and the reason in
writing for the withdrawal or dismissal of the child.

APPROVAL OF CONTRACTS & ISSUE OF AGE & SCHOOLING CERTIFICATES

To whom it may concern:-

I, J. M. H. Frederick, Superintendent of Schools of the Cleveland City School District, Cuyahoga County, Ohio, hereby certify that I have duly authorized Mr. Alexander McBane to approve Contracts and issue Age and Schooling Certificates.

Signed J. M. H. FREDERICK

Dated January 25th, 1913

SUPERINTENDENT OF SCHOOLS OF THE CLEVELAND
CITY SCHOOL DISTRICT OF CUYAHOGA COUNTY, OHIO

To the Prospective Employer:-

This is to certify that.....
the bearer hereof, has passed a satisfactory.....Grade Test in the studies
enumerated in Section 7762 of the General Code of Ohio and may be employed, whenever he
has secured an Age and Schooling Certificate.

Signed ALEXANDER McBANE

AUTHORIZED TO APPROVE CONTRACTS
AND ISSUE AGE AND SCHOOLING CERTIFICATES

Cleveland.....191.....

The
Cleveland
Schools

AGE AND SCHOOLING CERTIFICATE

I, Alexander McBane, duly authorized by the Superintendent of Schools of the Cleveland School District of Cuyahoga County, Ohio, to approve contracts and issue Age and Schooling Certificates, hereby certify that
hair.....; eyes.....; height...feet.....inches; complexion.....
.....; sex.....; was born at.....
.....; in the county of.....; state of.....
on the.....day of.....; 18.....; that he has been examined and
passed a satisfactory.....grade test in reading, spelling, writing, English grammar, geography
and arithmetic; that the papers enumerated and described in Section 7766 of the general Code of Ohio have been
duly received, examined and filed; and that said.....is as to his
development, health and physical fitness, able to perform the labor in which he is to be employed by.....
.....

.....
Signature of Child

Approved by me and signed in my presence by the aforesaid.....
this.....day of.....191.....

.....
Authorized to approve.

I, J. M. H. Frederick, Superintendent of Schools of the Cleveland City School District, of Cuyahoga County, Ohio, hereby certify that I have duly authorized the above named Alexander McBane, to approve contracts and issue Age and Schooling Certificates.

(Signed) J. M. H. FREDERICK
Superintendent of Schools of the Cleveland School District

Age and Schooling Certificate

OF

No.

.....
in service of
.....

TO THE EMPLOYER

Upon receipt of this Age and Schooling Certificate, kindly read carefully the conditions upon which it is issued.

UNDER 16 YEARS

No boy under sixteen years of age can legally work without an Age and Schooling Certificate.

**PERMIT
HOW SENT
CERTIFICATE
TO BE KEPT
ON FILE**

The Age and Schooling Certificate will in every instance be mailed to the employer by the office issuing the same.

Age and Schooling Certificates are required by law to be kept on file by the employer at all times.

**TWO DAYS RETURN-
ING CERTIFICATE**

When a child is discharged or withdraws from your employment, the Age and School Certificate is required by law to be returned to the Board of Education within two days.

**TERMINATION OF
EMPLOYMENT**

If a child at any time fails to appear for work without explanation, the employment shall be deemed within the purpose of this Act to have terminated upon the expiration of two days after his failing to appear.

**WITHDRAWAL OR
DISMISSAL**

Your contract to employ this child stipulates that upon withdrawal or dismissal of this child you will give, in writing, the reason for same.

**PENALTY
FAILURE
TO RETURN
CERTIFICATE**

A child is entitled to recover damages to the amount of wages he would have earned had he continued in the employment of the party holding his Age and Schooling Certificate between such termination thereof, and the time such Certificate is returned to the Board of Education.

**HOW AND HOW NOT
TO RETURN WORK
CERTIFICATE**

The Age and Schooling Certificate must be returned to the Board of Education by mail or by an authorised messenger of the employer, and not by the child in whose name the Age and Schooling Certificate is issued.

Board of Education. Then, and not until then, your age and schooling certificate is sent him by mail from that office. You will never see this age and schooling certificate so a copy of it is given on pages 112 and 113. The law provides that the employer must keep on file the age and schooling certificate of every employee. So long as you hold your job your papers will be in his office. If you leave or are discharged he must send this certificate back to the office from which it came. It is never given to the employee. After a boy is 16 and a girl is 18, age and school papers are no longer necessary. For this reason some firms will not have employees under these ages as they do not wish to bother with certificates and visits from the inspectors.

HUNTING A JOB

There are four ways in which a department store job may be hunted. The first and surest method is to get it through a friend or relative already employed in a store. This friend will know when the store needs help and can tell you when to apply, where to apply, and to whom to apply. If you have no friends who can give information as to where a job may be obtained, you will have to visit the employment offices of the various stores, hoping to arrive at one of them when new employees are being engaged. Here you should make your request for work as definitely and as briefly as possible and carefully fill out the application blank which may be offered you.

A third way to hunt a department store job is to apply at the State City Free Labor Exchange at City Hall and tell the person in charge what kind of work you are looking for. The fourth way, and the least satisfactory one, is to read the "Help Wanted" columns of the daily papers. This method is the least likely of all to give good results. Advertisements for junior help seldom appear in the city papers as the supply of applicants is usually so large as to make advertising unnecessary. As vacancies occur in the stores, they are generally filled by appointing those who have already applied.

WHEN AND WHERE TO APPLY

The department store is continually taking new people into its employ. Retail selling has dull intervals, but these are comparatively short. January and February, July and August, are the months when the chance of securing employment is the smallest. In September some stores begin to hire more help and gradually increase their force in preparation for the busiest season of the year which comes between Thanksgiving and Christmas. The spring trade which begins in March also needs a full force. In some instances extra employees are engaged in June in order that the store may not be short-handed during the vacation season of the regular employees.

The best time to make application is in the morning before 11 o'clock. Certain stores prefer not to give personal interviews at any other time.

The superintendent of the store is the man who has charge of the rank and file of employees. He hires and dismisses all who are not high-salaried executives. In the hiring of junior employees he often appoints another person to interview and select for him. If it is not known to whom to apply or where the office is, any floor man will direct you to the Employment Office.

APPLYING FOR THE JOB

The strongest recommendations you can offer are your school record and your personal appearance. It should not be a case of putting your best foot foremost but of being sure that both your feet look their best. Not only your shoes but your nails, your hair, and your clothes should be neat and clean. This is something you cannot overdo. A girl can be, and often is, too much dressed up, but neither a boy nor a girl can be too neat and clean. It is well for a girl to remember that she is going to business and not to a party and to dress accordingly. She should be all that the term "ship-shape" implies, with no loose ends of hair or clothing.

Cigarettes and gum will not aid in making a favorable impression on the employer. A boy may think that it is none of "the boss's" business whether or not he smokes and possibly the boss will agree with him. But since the employer himself does not smoke during business hours it is wiser not to come into his office smelling of the cigarette which you have

smoked on the way. A man may have good reason for refusing to hire a boy who appears to care more for his smoke than for his job. The same can be said to both boys and girls in regard to gum. You may be happier when you are chewing gum but you appear to better advantage without it and this is not one of the times when you can wisely indulge in your own preferences. You are offering something which you want to sell and it must suit the purchaser or you will not find a market for your services. In department store employment you have, in most jobs, to deal with people, and here personality counts far more than in many other lines of business. A good personality, and this includes appearance and manners as well as something more, is a business asset and you should make the most of all that is yours. Make your statements courteously and distinctly, wait for the employer to ask you questions and after answering these briefly and accurately let him do the talking.

When you are given an application blank read it all through before you begin to write. Answer all the questions. They are on the blank in order that you may give certain information about yourself which is necessary if you are to be seriously considered as an employee. Filling out an application blank really means giving a satisfactory account of certain years of your life. The application blank given here is not a copy of the form used in any one store but is made up of questions which were found on a number of different blanks used in Cleveland stores and it shows the kind of questions you will be expected to answer.

APPLICATION FOR POSITION—MALE

Full Name.....Address.....Age
Date of Birth....Nationality....Telephone number.....
Are you married?.....Single?.....Divorced?.....

What position do you apply for?.....
How much experience have you had in such work?.....
What salary do you expect to start with?.....
What other lines of work does your experience cover?.....
Are you now in good health?.....
How far have you gone in school?.... Name of last school
Do you use intoxicating liquors?.... Do you chew tobacco? ...
Name of your last employer... ..
How long were you in your last position?.....
What position did you hold there?.....
What salary did you receive in your last position?.....
When did you leave there?.....
Why did you leave?.....
Do you live with your parents?... Relatives?... Keep house?
.....Board?.....
Is your mother living?.....Father?.....
What are your weekly expenses?.....
How many are dependent on you for support?.....
Will you report any act of your fellow employees which you
may see as being detrimental to the best interests of our
business?

REFERENCES

Employer's Name	Address	Capacity	Length of Time	Year
.....
.....

APPENDIX

SPECIAL DEPARTMENTS NOT ELSEWHERE MENTIONED

Ecclesiastical Department
Maternity Department
Children's Playroom
Domestic Science Department or Demonstration Kitchen
Mourning Department
Foreign Department
Information Bureau of Travel
Carpet-making Department
Shirt Shop
Corset Shop
Dry Cleaning Department
Barber Shop
Bureau of Home Adjustment
Fur Making and Remodelling Department
Manicuring, Shampooing and Hair-Dressing Department
Shoe Repairing Department
Tailoring Department
Dressmaking Department
Interior Decorating Department

UNRELATED OCCUPATIONS OFFERING EMPLOYMENT TO MEN

Doctor	Linoleum Layer
Dentist	Curtain and Shade Maker
Cartoonist	Chef
Interior Decorator	Barber
Accountant	Cobbler

Bookkeeper	Shoe Shiner
Window Dresser	Fireman
Stenographer	Engineer
Fire Department Man	Electrician
Special Police or Detective	Plumber
Interpreter	Carpenter
Watch and Clock Repairer	Cabinet-maker
Jewelry Repairer	Painter
Optician	Printer
Silver Re-buffer	Paper Hanger
Engraver	Garage Man
Photographer	Watchman
Furrier	Porter
Tailor	Footman
Upholsterer	Advertising Artist
Curtain Draper	Musician
Carpet Layer	Sign Letterer

UNRELATED OCCUPATIONS OFFERING EMPLOYMENT TO WOMEN

Domestic Science Lecturer	Lamp Shade Maker
Trained Nurse	Carpet Maker
Kindergartner	Dry Cleaner
Stenographer	Manicure
Detective	Hair Dresser
Interpreter	Telephone Operator
Dressmaker	Cook
Milliner	Waitress
Seamstress	Maid
Power Machine Operator	Laundress
Needlework Designer	Dish Washer
Fur Sewer	Cleaner
Corset Maker	Demonstrator
Shirt Maker	Fashion Artist
Curtain and Shade Maker	Fashion Model
Bow and Novelty Maker	

SOME FACTS ABOUT THREE UNRELATED OCCUPATIONS

In the following pages space is given to a brief consideration of three unrelated occupations representing distinct types of employment found in the department store but which were not included in the analysis of the industry given in the body of this report. These occupations are the work of the display

man, that of the waitress, and the milliner. The occupation of display man has been chosen because it is representative of a class, previously mentioned, which calls for the possession of special ability or talent. The waitress in the store restaurant belongs to an independent trade, members of which are employed for the convenience of the customer. This occupation is of interest because it offers part-time employment to the woman who must be a wage earner as well as a home maker. Millinery is another independent trade having its own organization. It has been included here because as a seasonal trade it has its own peculiar problem.

THE DISPLAY MAN OR WINDOW TRIMMER

Success as a display man depends upon the possession of that elusive quality variously called talent, gift, and genius, and which is so intangible as to defy analysis. No attempt will be made to dissect and present for inspection the elements of the gift which makes the window trimmer an artist. For this worker must have the artist's imagination and feeling for space, balance, color and line. In addition to this he must know the fundamental rules and principles of color combinations and color schemes. As displays are often changed two or three times a week he must also possess resourcefulness and originality.

But it is as an advertiser rather than an artist that the display man is valuable to the business. The store has two major methods of reaching the outside public for the purpose of attracting its interest. It advertises in space bought of the local papers and it advertises in its own windows. The display man's chance of success is greatly increased if he is able to deal tactfully and fairly with opposing factions as represented by the buyers of the different sections who may all at the same time demand window space to help in selling their goods. Out of the mass of material which the buyer may press upon his attention the window trimmer must be able to select that which has the greatest advertising value and then display it in the window in such a way as to give the desired impression to

the passerby on the other side of the glass. It has been said that one of the greatest assets a window trimmer can have is the ability to put his mind out on the sidewalk and look in at the display as a casual shopper.

The trimmer must expect to have his work always with him. He must be constantly alert for fresh ideas. The ability to find the germ of an inspiration in such sources as theatres, art exhibits and illustrations is invaluable. The Public Library offers him assistance as he needs books—period books, books on draperies, tapestries and architecture. These are particularly helpful if he is to arrange a special setting or temporary background either to attract notice or give variety to the display of merchandise. If he is showing period styles with appropriate settings his attention to detail must be most painstaking as a single incongruous element will detract from the whole display.

He must also be a faithful student of the fashion magazines, both domestic and foreign. Vagaries of style and epidemics of color such as sand, Biltmore red, and midnight blue are featured in the window displays. "Drapes" of different kinds play a large part in the showing of yard goods and the window trimmer must have skillful fingers and a light touch for the execution of these details.

The ability to sketch is invaluable and unless the man has marked talent he will need drawing lessons under a competent instructor. It is also necessary that he understand mechanical drawing, the making of blue prints and the laying out of work to scale, for he must co-operate with the store carpenters in the construction of many of his special effects. The window trimmer is also responsible for displays inside of the store and he sometimes does the show card writing.

The number of trimmers and assistants employed in any one store depends upon the amount of "glass" to be cared for. It is obvious that a corner location or one commanding three streets requires a larger force than the house which has but a single frontage. One head trimmer and three assistants will take care of a large amount of window space and do the inside

work as well. It was stated that there are about 30 well-recognised display men employed in Cleveland. The display man commands a salary according to the size of his job (measured in windows) and the results which he achieves. When special ability or talent are the largest factors in success, as they are in this occupation, there is seldom a wage schedule.

THE WAITRESS

The department store is in the restaurant business on a one-meal basis. It serves its patrons with a noon meal and sometimes with afternoon tea. Its activities are confined to the middle of the day and it therefore offers part time work to the majority of its employees. This makes waitrees work in the department store an opportunity to be regarded with interest by the woman worker who for domestic reasons must spend part of the day in her own home. A position of this kind requires her services only from 11 until two or three o'clock. To be sure, these hours constitute the "heart of the day" but they are the time at which the housekeeper can best arrange to be away from her home.

A small number of the waitresses are employed during the entire day and to them falls the serving of afternoon tea and various incidental work of maintenance.

The duties of a waitress are much simpler in a position of this kind than those of a waiter in a hotel or large restaurant. The content of her job is comparatively small. An intelligent woman can very quickly learn the routine and the daily practice will soon make her reasonably expert.

Applicants for waitress work in such of these restaurants as draw discriminating trade are carefully scrutinised and selection is made of those who are neat, trim and deft in their movements. Such qualifications are regarded as of more value than previous experience.

The beginner must be taught to lay the cloth and see that the table is properly placed with chairs in position. Essentials, such as salt, pepper, sugar, silver, etc., must be on the table. An abundance of fresh linen, silver and other necessities should

be in reserve on the serving tables. In a large restaurant the supplies of butter and cracked ice are replenished by boys who serve in the general capacity of "busboys." When this is the case, the waitress does not have to remove heavy stacks of soiled dishes as these loads are carried by the boys.

The routine of serving customers is easily learned and is much as follows: As soon as the patron is seated the waitress gives her an order card and leaves her to make a selection while she brings water, butter, napkin, and silver if necessary. By the time these are properly placed on the table the guest should have made her choice and the waitress be ready to take the order. To indicate that she is prepared to do this the waitress stands at the left of the customer with pencil and order blank.

In collecting the different items of the order there is a definite method to be followed in the kitchen and serving rooms. Cold food should be taken up first and hot dishes, properly covered, added at the last moment. After the order has been served to the patron the waitress will have to give her attention to others but must keep all her customers under observation in order to supply further wants.

The method by which payment is made and saleschecks are stamped is a matter of store system and varies in the different restaurants. The waitress has a fixed "stand" with a given number of tables to serve. These are assigned to her by the head waitress or the manager of the restaurant. The head waitress with her aides or "captains" has general charge of the whole room and is particularly responsible for the seating of the guests and the promptness of the service.

The wage is partly governed by the attitude of the store towards the question of tips or gratuities. From \$3.00 to \$3.50 is the common wage where the waitress is expected to increase this by tips. Five dollars is an average wage where no fees are permitted. In addition to this payment the noon meal is supplied to the workers. In some of the stores bonuses are paid which correspond to commissions or P. M.'s. The waitresses who are employed on full time receive a higher rate of pay.

The woman who undertakes this kind of work should be well and strong as she is on her feet almost the entire time and in addition must carry loaded trays for a considerable distance.

No attempt has been made to cover the work of waitresses in the numerous all-day restaurants, tea rooms, and boarding houses as this discussion is purposely limited to the woman who is "on part time" in the department store restaurant.

MILLINERY

Millinery is an "unrelated" occupation and one which is frequently carried on as a separate business. It differs from any of the trades which have as yet been considered in that it is distinctly a seasonal trade. As such it has problems in regard to the worker which are not present in occupations already discussed.

It is commonly remarked that the "bottom has fallen out of the millinery business." This is probably due to certain marked changes which have occurred during the last eight or ten years. These changes have affected both makers and trimmers and the result has been a relative decrease in the number employed as well as shortened season. This has been largely due to the following conditions:

1. Decrease in the number of "made hats" both velvet and straw in the construction of which a certain sum was always charged for "frame and work" exclusive of material. This falling-off is due to the continued popularity of the blocked hat in felt, beaver, leghorn, panama, hemp, etc., and also to the increase of superior ready-made hats which are turned out by the wholesale houses.

2. The comparatively simple styles of trimming in vogue give makers little work in constructing decorations which require shirring, wiring, etc. It also reduces the work of the trimmer. This simplicity tempts the amateur to various efforts in her own behalf.

3. The increased favor of the tailored hat.

4. Free bow-making service which most stores offer their ribbon trade.

Millinery is so seasonal a trade that some firms will not promise more than 12 weeks' work in each of the two seasons of the year. The problem of the employer is not only to secure a satisfactory workroom force but to keep these workers together from season to season. The girl has to face the question of some other means of support during the remainder of the year.

There are a few girls drawn into the trade because the seasonal character of the work gives long vacations. The dull season has no terrors for them as they live at home and are not entirely self-supporting.

At the end of the busy seasons when the workroom force is reduced, it becomes necessary for many of the makers and some of the trimmers to find temporary employment of some kind. The stores themselves endeavor to help good workers over the dull period and in this way retain their services by giving them selling positions. They are used to supplement the regular sales force during the Christmas rush and at special sales, and also as substitutes for saleswomen who are on their vacations.

Millinery is a trade in which an unpaid apprenticeship is often exacted. This apprenticeship formerly included both a spring and fall season. The practice of the department stores in regard to apprentices has changed somewhat. Some stores will not employ a girl until after she has learned her trade. Others take beginners and pay a small wage during a part of the learning period.

The girl who has finished her apprenticeship may become a maker, frame maker, or eventually an improver. The trimming positions depend upon the organization of the workroom and the kind of patronage which this department has. The workroom is usually under a head trimmer who has as aides the stock trimmer, order trimmer (who carries out the customer's wishes as they are transmitted to her by the saleswomen), children's trimmer, and a trimmer of hats and toques for elderly women. Each of these trimmers has as many assistants as the work requires. Some of the assistant trimmers

may be copyists who can reproduce accurately but are not able to create. The ability to trim, like other forms of artistic expression, is a gift and no amount of teaching can create this talent where it does not exist. A maker often fails to succeed as a trimmer because, while able to do the exact and painstaking work necessary for good making, she cannot acquire the style and dash necessary for effective trimming.

The subject of millinery is treated extensively in the volume of this series entitled, "Dressmaking and Millinery" by Edna Bryner.

CLEVELAND EDUCATION SURVEY REPORTS

These reports can be secured from the Survey Committee of the Cleveland Foundation, Cleveland, Ohio. They will be sent postpaid for 25 cents per volume with the exception of "Measuring the Work of the Public Schools" by Judd, "The Cleveland School Survey" by Ayres, and "Wage Earning and Education" by Lutz. These three volumes will be sent for 50 cents each. All of these reports may be secured at the same rates from the Division of Education of the Russell Sage Foundation, New York City.

Child Accounting in the Public Schools—Ayres.

Educational Extension—Perry.

Education through Recreation—Johnson.

Financing the Public Schools—Clark.

Health Work in the Public Schools—Ayres.

Household Arts and School Lunches—Boughton.

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Overcrowded Schools and the Platoon Plan—Hartwell.

School Buildings and Equipment—Ayres.

Schools and Classes for Exceptional Children—Mitchell.

School Organization and Administration—Ayres.

The Public Library and the Public Schools—Ayres and McKinnie.

The School and the Immigrant—Miller.

The Teaching Staff—Jessup.

What the Schools Teach and Might Teach—Bobbitt.

The Cleveland School Survey (Summary)—Ayres.

Boys and Girls in Commercial Work—Stevens.

Department Store Occupations—O'Leary.

Dressmaking and Millinery—Bryner.

Railroad and Street Transportation—Fleming.

The Building Trades—Shaw.

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The Printing Trades—Shaw.

Wage Earning and Education (Summary)—Lutz.

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