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*Studies of  
the Royal Commission  
on the Status of Women  
in Canada*



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**Patterns of Manpower Utilization  
in Canadian Department Stores**

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## INTRODUCTION

### PURPOSE AND METHODS OF RESEARCH

#### The Universe

The retail trade employs many women. It is a large industry composed of a number of industry segments, each with special characteristics. The department stores industry was selected as a focus for study because it consists mainly of economic units (stores) whose internal organization is characterized by the highest degree of specialization of labour found in retail trade. Of all full-time and regular part-time employees in department stores, 64.8 per cent are women.<sup>1/</sup>

The Standard Industrial Classification Manual of the Dominion Bureau of Statistics (1961) defines Department Stores -- which are classified to group 642 of Division 8, Trade, -- as follows:

Establishments engaged in retail dealing in a full range of commodities including apparel, dry goods, furniture, house furnishings and large household appliances and organized on a departmental basis. Departmental organization in this instance means that each department is operated essentially as a separate specialty store. Thus, in a department store the department manager is responsible for the buying and selling policies of his department, including the setting of prices, and the department has its own staff of sales personnel. Facilities such as space, warehousing, delivery, furniture and fixtures, and central office services are operated by the central administration of the store but each department is charged for its use of these services. In a general merchandise store that is not departmentalized, the common expenses are often charged against commodities or closely related groups of commodities while in a department store they are charged against departments. To be classed as a department store, a store must have total sales of at least \$500,000 a year. Included in this industry

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<sup>1/</sup> Source: DBS, Employment and Payrolls, cat. 72-002, table 11c, March 1967.

are mail-order offices operated by department store organizations.

As of June 1967, 38 department store firms were classified to group 642 under the definition just quoted. However, as Table 1 shows, the six largest firms account for approximately 89% of annual sales by all department store firms, and for 89% of all employees of the group.

At the time of writing, DBS is implementing a new definition of Department Stores which has been worked out in consultation with the industry. The new definition defines a department store in terms of diversification of commodity lines. In order to be classified as a department store, an outlet must carry family clothing and apparel, furniture, appliances and home furnishings and other commodities. At least 20% of total sales must be from the first category, and at least 10% from each of the other categories. A minimum number of commodity lines in each category is also specified.<sup>1/</sup> The new criteria will result in a transfer out of and into the Department Stores group of some companies now classified to group 642 or to other retail groups. Mail-order sales will be removed from S.I.C. group 642 and included in the General Merchandise group. The writer has based her study on the 1961 definition of Department Stores but the change of definition is not significant for the purpose of the investigation, for it does not affect the classification of the major department store firms.

The purpose of the study was to investigate the use of manpower in department stores and, more specifically, opportunities for female employees. The principal questions explored by the writer dealt with specialization of labour, allocation of occupational roles to male and female employees -- assuming the existence of a national pattern, possible regional patterns -- the degree to which traditional ("subjective") and other ("objective") factors govern the occupational distribution, and the measure of access of female employees to training and promotion opportunities.

The preliminary study and the preparation of an industry questionnaire were done in Winnipeg. The next step was a series of personal visits to personnel executives in all large, and in a few medium-sized department store companies in other parts of the country.<sup>2/</sup> What are believed to be the six largest companies

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<sup>1/</sup> Source: Information concerning the final definition was received from the industry.

<sup>2/</sup> D B S cannot provide information about individual firms. Estimates of size provided by the industry were used to determine which members of the industry should be approached for consultation.



have been visited, as well as two medium-sized firms. The "big six" promised full co-operation; the smaller firms, who have lesser resources for the work involved in completing the questionnaires, promised to do whatever they could. Each company contributed valuable insights, comments and suggestions to the questionnaire which was modified progressively in the light of the comments received. It was not feasible to visit other members of the industry. However, each company classified to S.I.C. group 642 by DBS in June 1967 and located in the cities listed below received a questionnaire with a covering letter explaining the purpose of the survey and inviting complete or partial collaboration on the project. Altogether 26 department store firms received questionnaires.<sup>2/</sup>

### The Sample

When the deadline arrived, returns were received from five of the six largest firms who collectively operate stores in the five regions: West Coast, Prairie Region, Ontario, Quebec, Atlantic Region, and from two smaller firms in the Atlantic Region. In the end, one of the big six did not participate and the two medium-sized firms in Central Canada did not contribute information either. The non-contributing large firm does not operate major downtown stores so that its non-participation has not affected the value of the study.

Included in the survey were department stores in 16 major urban centres. Of these 16, 12 urban centres in Western and Eastern Canada were selected on the basis of their location, in order to include a few urban areas in the Atlantic Region. The 16 cities covered in the questionnaire survey were:

#### Western Canada:

Victoria  
Vancouver  
Edmonton  
Calgary  
Regina  
Saskatoon  
Winnipeg

#### Eastern Canada:

Toronto  
Hamilton  
Ottawa  
Montreal  
Quebec  
Moncton  
Saint-John  
Halifax  
St. John's

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<sup>1/</sup> A list of these firms cannot be included in the report because the Royal Commission on the Status of Women in Canada have adopted the general policy of not mentioning the names of the business firms or other organizations which acted as respondents in any of the studies they decide to publish.

The 12 largest urban centres (in Western and Eastern Canada minus the Atlantic Region) account for approximately 75 per cent of total department store sales; the 16 centres altogether for 80 per cent. 1/

The questionnaires were distributed by the head offices of the companies and the returns were channelled through head office. One firm had a questionnaire completed by its store in London, Ontario. The data have been included in the study. Catalogue sales offices have been excluded from the survey because their organization is very simple and the division of labour found in these offices is quite different from that of a department store.

For firms operating more than one department store in an urban area, it was suggested that the questionnaire be completed for or by the largest store in the community.

The final result of the questionnaire approach was as follows: questionnaires that provided answers to all or most of the questions were received from 38 stores, distributed as follows:

West Coast Region:	6 stores owned by 3 firms
Prairie Region :	12 stores owned by 4 firms
Ontario :	11 stores owned by 4 firms
Quebec :	4 stores owned by 4 firms
Atlantic Region :	5 stores owned by 4 firms

One large department store company with sizable operations in the Toronto area, sent aggregate figures for their whole Toronto complex. These aggregates were not useful for the purpose. Consequently this contribution could not be used in the data processing, and this store is not included in the 38-store sample.

The size distribution of the sample, by region, is given in Table 2. By city location, the sample is distributed as follows:

25 downtown stores  
13 suburban stores, of which 10 are small

Since most major downtown department stores in important cities in Canada are represented in the sample, the information provided by the participating stores constitutes an

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1/ Source: 1961 Census of Retail Trade, Dominion Bureau of Statistics, and industry information.

adequate basis for drawing conclusions about manpower utilization patterns in the long-established Canadian department stores. For the purpose of this study, it was possible to treat the sample as a near-100 per cent sample.

A specimen of the industry questionnaire is attached as appendix to this report. Confidential treatment of information about individual establishments and firms was promised verbally and in writing. For this reason, regional figures are published in the report rather than metropolitan aggregates. Regional aggregates never include less than three firms. Regional comparisons have been made only to the extent that the composition of the sample and the nature of the data permitted.

No attempt has been made to make comparisons between downtown stores and suburban stores, because too few of the latter were included in the sample. The organization of suburban stores, including the division of labour, is patterned on that of the larger downtown stores but the structure is simpler because of the smaller size and the centralization of some store functions in local or regional offices.

CHAPTER 1  
THE DEPARTMENT STORE INDUSTRY

The Role of the Department Store in Retailing

Retailing has been defined as "the final step in a complicated process of bringing to the consumer the merchandise he wants, in the form in which he wants it, and at the time and place at which he wants it. The retailer's obligation (or function) is to search the markets of this country and the world, to select and buy salable merchandise, and to assemble and present this merchandise in a location convenient to the customer and in a manner which makes the customer want to buy it".<sup>1/</sup> In our society many commodities are available and buyers expect to choose quickly and easily from a broad range of necessities and luxuries made in Canada and abroad. The variety of wants and the variety of goods and services that meet those wants, in combination with the contemporary shopper's desire for convenience, have created a role for different forms of retail organization, each of which complements the other kinds as well as competing with them.

The principal forms of retail organization are the following:<sup>2/</sup>

Department Stores

"... a store which seeks to provide for customers of all ages and both sexes everything they need or want in the way of wearing apparel and home furnishings, as well as many other things they want or need to make living pleasanter, healthier, easier and more interesting."<sup>3/</sup> The department store offers for sale just about all the customer may want between the cradle and the grave, the chief exceptions being a house and an automobile. Supplying such a great variety of durable and non-durable consumer goods, each in a range of qualities and sizes, requires considerable floor space and stock investment. Therefore, a traditional department store is a large retail organization by definition. The DBS definition of Department Stores of 1961 emphasizes departmental organization. The new definition relates to diversification rather than organizational structure. Scale, measured by floor space or sales volume, is a corollary of diversification. The minimum optimum size of a true department store is estimated to require a capital investment of \$2 to \$2.5 million. The comprehensiveness of the range of merchandise and attention to customer services set the department store apart from its competitors.

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<sup>1/</sup> National Retail Merchants Association, The Buyer's Manual, rev. ed. (New York, 1965) 1.

<sup>2/</sup> The following breakdown is mainly based on The Buyer's Manual.

<sup>3/</sup> Ibid., 2.

Other forms of retail organization whose functions partly overlap those of a department store are the following:

#### Discount Stores

The discount store is a recent innovation in the retail field. The first Canadian store of this type was opened in Toronto in 1960. The discount store has been described as a "low-mark-up, self-service, mass-merchandising organization."<sup>1/</sup> The name "discount house" or "discount store" is misleading. The store does not as a rule give discounts on regular retail prices. Lower than conventional retail prices are achieved through low-cost distribution techniques which involve a minimum of services, simple display techniques, a limited range of choices of high-turnover merchandise for which there is a mass demand, and low-cost buying (large quantities of standardized items purchased by a central buying office). The organizational structure of discount stores is simpler than that of department stores. It has been suggested to the writer that lower wages also contributed towards lower costs, at least in the initial stage of development.

In the current decade, discount stores have grown rapidly. Their rate of growth has worried the traditional department stores and has led them to strengthen a trend towards more self-selection and to put greater emphasis on the lines of merchandise sold in discount houses.

#### Variety Stores

These stores, which originated from the former five-and-ten-cent stores, now offer a wide range of merchandise and prices. Their display techniques which show the merchandise, mostly small items sorted in trays, make self-selection quick and easy. They compete significantly with department stores because of their numbers and wide dispersion.

#### Supermarkets and Drug Stores

Non-food and non-drug items are sold in increasing quantities and varieties, principally cosmetics, housewares, stationery and hosiery. Choice tends to be limited and display is shelf-space saving.

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<sup>1/</sup> Malcolm P. McNair quoted in Erich A. Helfert, Eleanor G. May and Malcolm P. McNair, Controllershship in Department Stores (Boston, 1965) 21.

### Specialty Shops

These shops cater to specific groups of customers: clothing for men or women, infants and children, "tall girls", maternity clothes, millinery, etc. Exclusive specialty shops deal mainly in women's apparel and accessories and attract prosperous customers, susceptible to the personal type of service rendered in such shops. Large department stores have opened specialty fashion shops which offer a similar atmosphere and comparable services to compete with independent specialty shops.

### General Merchandise Stores

General merchandise stores are department stores minus the hard goods, i.e., appliances, furniture, television and radio.

Before the advent of the discount stores, department stores introduced changes in their merchandising methods in response to higher unit cost of operation in the period following the Second World War. Though the increasing application of technology in such areas as stock management and financial control may be expected to reduce the need for labour, space and stock investment, retail selling will probably remain a labour-intensive operation. A department store includes a great variety of occupations, each of which has a counterpart in the community at large. To the extent that community wage-rate levels are influenced by changes in wage levels in more productive industries, department stores will have to adjust their wage rates to the levels prevailing in the community, regardless of their own rate of productivity increase.

In response to rising wages and growing competition from existing and new retail organizations in the post-war period, department stores have adopted various ways of adjusting to these economic changes. One method has been to use labour time more efficiently by distributing staff in accordance with peak-load hours of shopping, usually the late morning hours, lunch hour, mid-afternoon and evening. The growth of suburban shopping centres, a phenomenon of the fifties and sixties, combined with the trend towards more married women working, has led department stores to stay open several evenings in some communities. For these reasons the trend towards part-time employment has become a distinct feature, and most respondents expect this trend to increase in the foreseeable future.

Meeting the competition from the discount stores on their own territory, by curtailing services in some selling departments, and paying greater attention to the selling of standardized merchandise, usually in economic budget or basement departments, is another way the department stores have adjusted to the changing competitive environment. Among themselves, department stores compete mainly through advertising -- news papers are the principal medium -- and display and quality of customer services. This form of competition is a normal feature of oligopoly-type industries selling differential products.

The post-war growth of suburbs and the development of shopping centres has necessitated a reassessment of the functions and prospects of the city core, the traditional location of the department store. The trend is far from clear since several factors may cancel out each other's effects. The entry into the labour force of more married women has increased the shopping population in the downtown area. The move towards the suburbs is partly offset by the move back to the city centre, to new high-rise apartment living, a solution adopted by young and older childless households. Higher demographic concentration in high-rise multiple dwellings is offset by greater use of land for "green areas" and miscellaneous recreation facilities.

Though some companies seem to have moved more slowly than others in opening branch stores in suburban shopping centres, since the fifties the trend has been towards diversification of location (10 of the 13 suburban stores that participated in the survey were opened in the fifties and sixties). The shopping centre itself is an innovation. One definition of "shopping centre" reads as follows:

A group of commercial establishments, planned, developed, owned, and managed as a unit, with off-street parking provided on the property (in direct ratio to the building area) and related in location, size (gross floor area) and type of shops to the total area that the unit serves -- generally in an outlying or suburban territory.<sup>1/</sup>

Suburban department stores serve a specific market, a local community, and usually offer a more limited range of merchandise, geared to the expected demand of a reasonably homogeneous community, than the downtown department store which serves a more heterogeneous public.

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<sup>1/</sup> Definition suggested by the Community Builders' Council of the Urban Land Institute in the U.S., as quoted by Samuel Feinberg, What Makes Shopping Centres Tick (New York, 1960)1.

Though there is considerable competition in many merchandise lines, each type of retail organization has its own character. Charles E. Silberman refers to the department store as "the great middle-class merchandising institution."<sup>1/</sup> It serves the community in more functions than that of merchant. It may contain an auditorium for cultural performances. It offers restaurants, travel services, optical services, theatre booking services, repair services. E.B. Weiss predicts a trend towards more service merchandising.<sup>2/</sup>

Although the discount stores have attracted a large clientele in standardized lines, many shoppers will go on buying from department stores because of their reputation for reliability, generous refund and exchange policies, delivery services, display techniques, and wide range of choices. Weiss points to the increasing sophistication of shoppers, their greater interest in items that are "different." Hence the growth of "specialty shops" within department stores. Martineau argues that economic considerations establish a ceiling over and probably a floor under a choice. In between there is a range of spending discretion within which the consumer can choose among a number of brands and product types.<sup>3/</sup> The department stores' techniques of merchandising, including advertising and display, allow for such a choice and appeal to the consumer's emotional, aesthetic, and physical desires. More than any other mass-merchandising institution, the department store offers psychological satisfactions. However, the very assets of a department store (aesthetics, service, guarantees) are expensive.

Whatever the trend in downtown shopping may be or become, there is no indication that the traditional department stores will lose their distinctive features. In fact, discount stores and variety stores have been entering the department store field. In course of time the distinction between department stores, variety stores, and discount stores may well become blurred. For purposes of this study it is sufficient to establish that the trend in the mass-merchandising retail field seems to be towards more department store organization instead of less. An industry spokesman provided the following statistical data which reveal the trend in numerical terms: in 1961, the then existing Canadian department store firms operated 139 units. By the end of 1966, four more firms had been classified to the department store industry and new stores had been opened by the "new" and the "old" firms. According to the 1961 department stores definition, in total approximately 175

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<sup>1/</sup> Charles E. Silberman, "The Department Stores are Waking Up", Fortune, XVI (July 1962) 144.

<sup>2/</sup> E.B. Weiss, Management and the Marketing Revolution (New York, 1964).

<sup>3/</sup> Pierre Martineau, Motivation in Advertising (New York, 1957).



department stores were being operated by the end of 1966.

A recent American study reaches the following conclusion:

... the department store business will continue to evolve in the direction of large-scale operation. It will continue to maintain its departmental and classificational character, and it will widen rather than narrow its offering of goods and services, and enlarge its modes of consumer contact. It will be predominantly a multi-unit rather than single unit operation....With this growth and expansion and change in the character of the business will come more alterations in organization, especially in the organization of the buying and selling functions.<sup>1/</sup>

#### Statistical Dimensions of the Department Stores Sample

In the Introduction, brief reference was made to the degree of concentration in the department store industry.<sup>2/</sup> Table 1 gives a few dimensions of the department stores industry and shows the degree of concentration. All other tables refer to the 38-store sample.

Table 2 shows the regional distribution of the 38 stores by size group. The distinction between large (1000 employees or more), medium-sized (500 - 999 employees), and small (less than 500 employees) is of course arbitrary, especially in view of the difficulty of converting part-time workers in full-time employees. The ratio of full-time to part-time employees in terms of labour time, as given on page 20 of the questionnaire, was used for the conversion. The average ratio for all stores, roughly 2:1, was applied to stores that did not provide the information requested. There are borderline cases: some small stores border on the medium, and some medium-sized stores approach the large ones in size. The eight large stores are all in the four largest metropolitan areas: Vancouver, Winnipeg, Toronto, and Montreal.

Table 3 indicates that the number of full-time employees is approximately equally divided between Western and Eastern Canada.<sup>3/</sup> Western Canada has nearly 2000 more part-time employees in the sample than Eastern Canada. There is no simple explanation for this difference. It appears to be a function of

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<sup>1/</sup> Controllership in Department Stores, op.cit., p.125.

<sup>2/</sup> Concentration refers to the share of a market controlled by a few large firms in an industry. Concentration can be measured in various ways, for example, in terms of employment or sales.

<sup>3/</sup> For purposes of this study, the two large regions are separated by the border between Manitoba and Ontario.

store size, age, and weekly opening hours, though weekly opening hours is probably the principal determining factor. This is not wholly clear from Table 5, which shows average weekly store opening hours by region. The average for Ontario is 61, for the Prairie Region 52. However, a finer breakdown of part-time employment by region and size group, when compared with store opening hours for these smaller categories, warrants the tentative conclusion. It will be noted that the number of part-time workers exceeds the number of full-time workers. A great many people work for local department stores at some time during the year. Definitions of employee categories are provided on page 1 of the questionnaire.

We see from Table 4 that the eight large stores employ 57% of full-time, and 51% of part-time employees.

There are 13 suburban stores in the sample -- 2 in Western Canada and 11 in Eastern Canada -- which together employ 11% of all full-time and 16.7% of all part-time employees.

Average weekly store opening hours, by region, are given in Table 5. The average for Canada is 56 hours per week.

Tables 6 and 7 give a breakdown of employees by occupational group. Female employees outnumber males on the sales staff and in office occupations. Male employees outnumber females in non-office, non-selling jobs and in the management and executive category.

Of all full-time employees, 56.5% are women; of all part-time employees, 79% are women.

TABLE 1

DEPARTMENT STORES:

ANNUAL SALES AND EMPLOYMENT, 1966

Sales and Employment	All Department Stores	Percentage Accounted for by the Six Largest Firms
Annual Sales	\$ 2,166,489,512	89
Number of Employees	132,192	89
Annual Payroll	384,389,921	90

Source: DBS, Merchandising and Services Division. Special compilation based on the 1961 Standard Industrial Classification. Under the definition used, mail-order sales are included with department store sales.

TABLE 2

REGIONAL DISTRIBUTION OF STORES PARTICIPATING  
IN THE SURVEY, BY SIZE GROUP

Size Group <sup>1/</sup>	Western Canada	Eastern Canada	Total
Large	4	4	8
Medium-sized	12	3	15
Small	2	13	15
Total	18	20	38

<sup>1/</sup> Large means 1000 or more employees. Medium-sized means 500 - 999 employees. Small means less than 500 employees.

Source: Questionnaire, Part I.

TABLE 3  
 NUMBER OF EMPLOYEES ON PAYROLL, BY REGION, BY SEX, AND BY EMPLOYMENT STATUS;  
 LAST PAY PERIOD OF SEPTEMBER 1967

Region	Full-time Employees		Part-time Regular Employees		Part-time Non-regular Employees		Total	
	Male	Female	Male	Female	Male	Female	Full-time	Part-time
British Columbia	2106	2540	396	2377	281	1149	4646	4203
Prairie Region	3029	3925	719	3693	1286	3595	6954	9293
Western Canada (18 stores)	5135	6465	1115	6070	1567	4744	11600	13496
Ontario	2294	2933	130	1432	696	2602	5227	4860
Quebec	2035	2681	89	355	1470	3790	4716	5704
Atlantic Provinces	548	887	18	108	156	693	1435	975
Eastern Canada (20 stores)	4877	6501	237	1895	2322	7085	11378	11539
Canada (38 stores)	10012	12966	1352	7965	3889	11829	22978	25035

Source: Questionnaire, Part I.

TABLE 4  
 FULL-TIME AND PART-TIME EMPLOYEES,  
 BY SIZE GROUP

Size Group	Number of Stores	Employees			
		Full-time		Part-time	
		Number	%	Number	%
Large	8	13086	57	12807	51
Medium	15	7432	32	8736	35
Small	15	2460	11	3492	14
Total	38	22978	100	25035	100

Source: Questionnaire, Part I.

TABLE 5  
 WEEKLY STORE OPENING HOURS, BY REGION

Region	Store Opening Hours (average per week)
British Columbia	53
Prairie Region	52
Ontario	61
Quebec	61
Atlantic Provinces	56
CANADA	56

Source: Questionnaire, Part I.

TABLE 6  
 NUMBER OF EMPLOYEES ON PAYROLL, BY OCCUPATIONAL GROUP, SEX,  
 AND EMPLOYMENT STATUS; LAST PAY PERIOD OF SEPTEMBER 1967

Occupational Group	Full-time Employees			Part-time Regular Employees			Part-time Non-regular Employees			All Part-time Employees		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	Sales Staff	3109	6387	9496	868	6069	6937	2122	8726	10848	2990	14795
Non-office, Non-selling	4373	2509	6882	472	1183	1655	1754	2355	4109	2226	3538	5764
Office <sup>1/</sup>	468	3605	4073	12	712	724	13	748	761	25	1460	1485
Management and Executive	2062	465	2527		1	1					1	1
Total	10012	12966	22978	1352	7965	9317	3889	11829	15718	5241	19794	25035

<sup>1/</sup> The number of office employees is understated. For some stores, this category of employees is part of a regional office staff and the stores could not give separate figures.

Source: Questionnaire, Part I.

TABLE 7  
SEX DISTRIBUTION RATIOS  
BY OCCUPATIONAL GROUP AND EMPLOYMENT STATUS

Occupational Group	% of all		% of all	
	Full-time Employees		Part-time Employees	
	Male	Female	Male	Female
Sales Staff	13.5	27.8	12	59
Non-office, Non-selling	19.0	11.0	9	14
Office	2.0	15.7	negligible	6
Management and Executive	9.0	2.0		
Total	43.5	56.5	21	79

Source: Questionnaire, Part I.

## CHAPTER 2

### THE INTERNAL ORGANIZATION OF A DEPARTMENT STORE

Any retail establishment combines under its roof three essential activities: buying, preparing the merchandise for sale, and selling. In a large establishment, which a department store is by definition, as many as 275,000 items may be carried. When the scale of operations reaches such proportions, the principal retail activities become a complex process, dependent on a high degree of division of labour.

The term "merchandising" is often used in retailing but it does not always have the same meaning. One broad definition reads as follows:

Merchandising has to do with all functions having to do with bringing the goods to the point of sale, adjusting the stock investments according to kinds of goods, styles, quantities and prices so as to satisfy consumer demand and make a profit.<sup>1/</sup>

This definition seems to use the term "merchandising" as a synonym for "retailing." A narrower definition refers to specific tasks in retailing: "the whole group of decisions and tasks involved in determining what merchandise is to be offered, pricing it, and acquiring it."<sup>2/</sup> This definition focuses directly on the buying and indirectly on the selling transactions. It is in this sense that the word "merchandising" must be understood when used in the name "Merchandising Division", the principal sector on the organization chart of a department store.

Depending on the size of the store, there may be one or more merchandising divisions, each under a merchandising division manager, who is usually responsible for buying and selling and related activities in his division. Each department is under the direction of a department manager who is responsible for a group of related commodities. Making buying and selling the combined responsibility of department managers and their assistants is not the practice of all department store companies. In some, buying is a specialized activity of considerable importance. In this case, the department manager's responsibility is restricted to selling. In the companies that participated in the survey, both forms of organization are found, and some companies use a combination of both, i.e., buying as a specialized activity in some departments only.

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<sup>1/</sup> The Buyer's Manual, op.cit., p.26. The definition is quoted from Elements of Retail Merchandising, by John W. Wingate and Norris A. Brisco.

<sup>2/</sup> Controllership in Department Stores, op.cit., p.26.



Sales promotion in various forms, primarily advertising and display, is carried out by the Sales Promotion Division working with the Merchandising Division. Sales promotion specialists may offer suggestions for promotions but the planning of promotions rests with the departments responsible for acquiring and moving the goods at the points of sale.

The third pillar of the primary retail functions is the Operations Division which comprises a multitude of services that facilitate buying, promoting and selling. Under the general label "Operations" fall all activities concerned with receiving, marking, transporting, warehousing, repair and adjustment workrooms, maintenance of store and equipment, heating, elevators, telephone, packing, and delivery. The function of the Operations Division can be perceived as a sales support service or as an integral part of the merchandising process. Operations is the link that receives merchandise shipments ordered by the buyers and moves the merchandise after preparation for sale to the points of sale on the selling floor.

Two other basic functions, secondary in the sense that they support and control the primary activities, can be grouped into two broad divisions: Control and Personnel. Control refers to all financial involvements of the store organization, both planning and control. The Controller will have under his jurisdiction the accounting office, the credit office -- credit is an important consumer service -- the traffic department, imports and exports, statistics, financial stock management, etc. The Personnel Division is responsible for recruitment, placement, personnel evaluation, training, wage and special benefits administration.

These five divisions embrace so many activities that a large department store counts several hundred occupations (more than 400 was the estimate offered by one Personnel Director), a great many of which are found in the Operations Division with its diversified responsibilities.

The occupational structure of the selling departments is reasonably simple and uniform. The number of managerial and supervisory levels will depend on the size of the store. The greatest number of persons in any one occupational category are found in the broadly defined occupation of sales person, i.e., the man or woman selling to the customers. The financial part may be completed by a sales person, or by a cashier. In self-selection departments the customer picks up the merchandise and takes it directly to the cashier for payment and wrapping. A few sales persons are on hand in these departments to give information to customers, to help them make choices, and to keep the shelves or bins filled with merchandise. Stockroom and clerical help complete the departmental staff.

In the Sales Promotion Division are occupations requiring specific manual, artistic, or intellectual talents and skills: artists, designers, displaymen ("men" used in a generic sense; the returns showed that some stores also employ women in this category), copywriters, hand-letterers, printers, to name the commonest occupations. These occupations are similar to those found in the advertising industry.

The Operations Division shelters a considerable variety of occupations. Here we find jobs that resemble manufacturing activities: e.g., forklift drivers, truck drivers, assembly line workers, sewing machine operators, tradesmen, machinists. The non-selling occupations in this sector are predominantly "blue collar" at various skill levels.

The Control Division comprises non-selling occupations of the "white collar" variety: clerks, office-machine operators, typists, etc. Some occupations, such as accountancy and computer programming, require special education and training. In a number of responsible office occupations expertise is acquired through experience and training on the job.

The Personnel Division has its specialists in areas such as training and recruitment, and a clerical and secretarial support staff. Expertise may be acquired through training and experience in a specialized job, sometimes deepened by personal or formal study of personnel management.

### CHAPTER 3

#### DIVISION OF LABOUR BY OCCUPATION AND SEX

##### The Questionnaire, Part III

This chapter gives findings that answer a few principal questions underlying the study of manpower utilization patterns in department stores. Part III of the questionnaire deals with division of labour and occupational distribution by sex. Parts A and B contain quantitative questions, while Part C asks questions about staffing preferences and the reasons for such preferences, if any, in selling departments. The bulk of the information concerns selling departments, backbone of a department store, which employ the largest single occupational group of women in the store.

The breakdown of selling departments into 24 department groups corresponds largely with the merchandise grouping enumerated in the 1966 census of merchandising and services by DBS. Though individual department stores show variation in organization, the differences are not significant. Smaller stores may combine several departments under one managerial jurisdiction, while large stores may have a greater number of merchandise departments than the 24 listed. Since functionally related commodities tend to be sold in one departmental or divisional jurisdiction, variations in the degree of departmental specialization did not appear to present a problem in completing the statistical part. The tabulated figures for each department will of course include in some cases elements of other categories but this is not important for the purpose for which the statistics are used.

The eight occupations shown in the questionnaire under each merchandise category relate directly to buying and selling activities. Occupations such as stockroom clerk, typist, have been omitted.

The three classes of sales person are the same classes distinguished in the Federal Department of Labour Survey of Wage Rates, Salaries, and Hours of Work. The same job descriptions taken from the 1960 Survey Questionnaire were used in the appendix to the questionnaire. The description of cashier has also been taken from the Department of Labour Survey. Not all companies recognize three skill levels of sales persons. A number of stores submitted statistical data for the three classes together; some for class A and B together. Judging by the returns, the distinction between class A and B is not meaningful in many stores and in a number of departments. Where used, the class A group seems to occur mainly in self-selection

areas. Therefore, in the data processing, class A and B have been grouped together. Since the class C category of higher skilled sales personnel without supervisory responsibilities is relatively small, and only significant in departments with high-value merchandise, the aggregate figures provided for sales person class A and B give an impression of average age and remuneration levels, and of the size of the great majority of the rank-and-file sales force. We should note that the averages are store (group) averages.

Commission seems to be paid only in "big ticket", such as furniture and major appliances, and small, high-value, item departments. Where commission seemed to be supplemental to weekly earnings, it has been included with the latter. Weekly aggregates have been calculated since the majority of the stores gave weekly salary figures. Monthly and annual figures have been converted into weekly figures. The buyer (specialist) occupation was applicable only in stores that have such specialists on their payroll. In some companies department management is responsible for buying, and in some cases buying is a centralized activity, conducted from a regional or national office.

Service selling departments have not been included in Part A though such services can be quite important. For example, food services -- restaurants and cafeterias -- constitute a large selling group.

In Part B, Non-Selling Departments, it was not feasible to ask for information about all the varied occupations. The job distribution between men and women follows generally the traditional division of labour found in comparable manufacturing activities: heavy manual work tends to be performed by men, even when this work is taken over by machines such as forklift trucks. Light manual work requiring a certain manual dexterity, such as marking merchandise, i.e., printing and attaching price tags, is performed by women. Only six occupations have been entered into the questionnaire, three of which show the traditional sex distribution related mainly to physical characteristics of the work and the work environment. The three occupations of investigator, tailor(ess) and work-room supervisor are performed either by men or women. In some areas sex distribution seems governed less by physical factors than by traditional considerations. The job descriptions of receiver and stockkeeper have also been copied from the 1966 Department of Labour questionnaire previously mentioned.

The occupations in Sales Promotion (publicity) are "standard" jobs with commonly used titles which one can expect to find in any department store. Displaymen do not specialize in window or interior display in all stores, so both categories were grouped together during data processing.

Under Personnel we find occupations which are staffed either by men or by women.

The Control departments had to be dealt with in a different way. An attempt to select a few distinct occupations shipwrecked on the great diversity of occupational titles used by different companies. To get some idea about sex distribution in this large sector, three principal categories were described. Because of the heterogeneity of individual occupations in each group it was meaningless to ask for data concerning age and length of service.

#### Analysis of Part III, A and B

The questionnaire specimen included in this report as Appendix contains a statistical summary of the data submitted in Part III A by all participating stores, by selling department. The number of stores that provided data has been entered behind the name of each department. This number varies because of variation in department groupings, explained in the introductory part of this chapter, and because certain types of merchandise are not sold in all stores. For instance, not every department store has an economy (basement) department. The figures filled in were not always complete; average age might be missing, or average salary in cases where the payroll for senior staff is handled in a different manner. Some figures have been provided by a small number of stores only, which reduced their representativeness for the department store world as a whole. In the statistical summary, therefore, averages of figures furnished by five stores or less have been indicated with an asterisk.

Table 8 shows the totals for all occupations in 24 selling departments and in non-selling departments, for all stores taken together. For this part of the questionnaire 36 stores, 18 in Western Canada and 18 in Eastern Canada, provided information.<sup>1/</sup>

The statistical part of Part III deals essentially with two questions: 1) the division of labour by occupation and sex; 2) remuneration for male and female employees within each occupation, taking into account age and years of service as a rough indication of experience. These data were requested only for full-time employees, the stable core of the department store labour force. It is for this group that questions concerning management training and promotion are relevant.

The statistical summary and Table 8 show that women are predominantly employed, both full-time and part-time, in the lower-paid occupations of sales person A and B, and cashier. Nearly all cashiers are women, and so are nearly 80% of sales persons in classes A and B. Of the higher-paid sales positions (Sales Person C) 72.5% are held by men. In the occupation of head or senior sales clerk the female-male ratio is 60:40%. Women's share in supervisory positions is nearly 61%. First line supervisors are still mainly responsible for people and

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<sup>1/</sup> (a) Data for one single-unit firm in the Atlantic Region have been included only for number of employees, average age, and average years of service. The salary figures for men and women were so much below those of other stores that inclusion of these figures would have introduced some distortion.

(b) Although all occupational titles are defined in the Appendix to the questionnaire, the impression was created through some figures that in a few stores the title "supervisor" is probably applied to the rank of department manager. The writer was made aware of differences in terminology during her field visits. Where there was reason to suspect a different interpretation of the title "supervisor", the corresponding figures were not used. Without this deletion, the average salary for male supervisors would have been somewhat higher in some cases than those shown in the statistical summary.

(c) Salary figures include commission in cases where commission appears to be paid in the form of a bonus over and above the basic salary. Average commission figures apply only to stores where the figures suggested an exclusive or alternative form of payment for some employees.

things, on a non-policy-making basis. A sharp break in the division of responsibilities occurs as soon as we reach the level of department management.

The term management, rather than "manager" was adopted in order to accommodate senior and junior positions in department management. The number of managerial levels varies with the size of the organization. Therefore, Department Management includes the person in charge of a department or group of departments with his (her) assistants. Promotion or appointment to the rank of assistant manager means admission to the managerial group with hope for further promotion. Management and executive occupations are defined on page 1 of the questionnaire as follows: "Those persons who have some degree of decision-making responsibilities in the planning, utilization, and co-ordination of resources: people, money and facilities. Top-level managerial positions may be referred to as executive positions". Planning, which implies responsibility for some degree of policy-making, and responsibility for the budget (money), is predominantly the preserve of men. In Department Management positions, 77.4% are men. Buyers are key employees in a department store where the function of buying is separate from the function of department management. Of the positions reported by the participating stores, 78.7% are filled by men.

In certain selling departments, as shown in the statistical summary, women are numerically more important in senior sales and supervisory positions than is apparent from the overall totals, but even in female strongholds, such as Women's Outerwear and Underwear, men appear in management and buyer positions in relatively significant numbers and with higher salaries, for comparable age and length of service in management.

Table 9 gives the regional distribution of full-time employees in selling departments. The figures suggest that women have relatively better opportunities to be appointed to higher paid sales positions (sales person class C) and to department management positions in Eastern Canada than in Western Canada. The difference in opportunity to become a buyer (specialist) is difficult to assess because the information applies only to a few stores. For the rank of supervisor, the difference is slight, while women fill 64% of all senior sales clerk positions in Western Canada but 56.8% of such positions in Eastern Canada. If we group together the occupations of sales person class C and senior sales clerk, and the difference in responsibility may not be significant in some cases, the differential narrows.

Then, 32.8% of the combined positions are held by women in Western Canada, and 37.6% in Eastern Canada. The main difference in opportunity remains at the managerial level.

#### Age and Years of Service

In most occupations, the average age of women is higher than that of men, except in the buyer (specialist) positions. It is approximately the same in the category of sales person class C. The occupation of buyer is perhaps newer for women than for men, judging from the age differential and fewer years of service. In some firms the job of buyer as a specialized activity is relatively new for some departments. There seems to be a trend towards splitting off the function of buying from that of department management, partly caused by the trend towards establishment of branch stores in suburbs.

#### Remuneration

We note a consistent pattern: women earn less than men in the same ranks, even with the same or more years of service and at a higher age. This pattern is consistent also when we look at the Statistical Summary by department. Even though some averages derived from data received from very few stores are not very meaningful (indicated with asterisks), regardless of the number of statistical items in each range, women seldom show up in a better position than men. A few exceptions are: senior sales clerk in radios and toys and games, supervisor, first line, in food products, buyer in economy apparel, and one female in department management, in economy all other.

#### Non-selling Departments

Receiver and stockkeeper are obviously classified as "man's jobs", while marker is a "woman's job". Receiving and stockkeeping are often considered to require a physical effort which puts them in the "man's job" category.

Investigators may be either men or women. With the same average age and average years of service, women earn less than men. This is also true of the tailor(ess), and of supervisor or manager of merchandise handling and workroom departments.

#### Sales Promotion

Copywriters are mostly women who earn on the average less than the few men for whom information was supplied. Some



women hold the position of copy-chief but on the average their salaries are slightly less than those of male copywriters. Most layout artists are men but there is no appreciable difference in salary. Designers and display artists are predominantly male. The occupation of displayman is generally considered to be a "man's job" but 19 women are recorded in both sub-categories, though at lower salaries. Hand lettering is done by men and women. Here we find an appreciable difference in age and length of service, the men being older, with longer service and higher pay.

The work in the artistic occupations in the sales promotion group requires varying degrees of talent, skill, and originality, and the lower salaries for women may be based on a division of work which assigns to women relatively more routine tasks at lower levels of skill.

### Personnel

In this group, as in the sales promotion group, the average age structure is younger than that of the selling group. Both require a higher level of specialized skill or education than the selling occupations. Perhaps greater mobility which often accompanies more education and training, accounts for the difference in ages. Though some male figures are given for only a small number of incumbents in a few stores, the pattern tentatively suggested by the statistics is the same as that of the previous groups of occupations. Only at the level of assistant personnel manager do men and women make roughly equivalent salaries, taking into account difference in age and experience.

### Control

Opportunities to be appointed to more responsible positions are better for women in Eastern Canada than in Western Canada (110 out of 116 females in department management are employed in Eastern Canada, mainly in large stores).

### Conclusion

The pattern revealed in the statistics suggests unequal pay for equal or comparable work and work experience. To what degree work of men and women in occupations described by the same definitions is indeed equal or comparable is difficult to establish in a national survey. The possibility of small differences in job content should not be ruled out. However, the salary differentials in most cases are large enough to suggest the conclusion that even if there are small differ-

ences between male and female duties in similarly defined occupations, the remuneration that men and women receive for comparable work is unequal.

Wage and salary policies also differ among firms where absence of a union (sales personnel are rarely unionized) leaves the company free to determine its policy. A firm may favour external relativity (relating wages and salaries to the going levels in the community) or internal relativity (ranking and preserving certain accepted differentials between occupations within the same store). One company that stresses internal relativity claimed that it sets wage patterns in its field in the community. A store cannot ignore going wage rates in the community, especially for its younger and more mobile employees.

Even if we should assume that all salary differentials between male and female employees in the same occupation are explained by differences in job content and merit, an heroic assumption, then we would be left with the conclusion that women are either distinctly inferior in their performance than males in all fields -- and no personnel director would agree -- or most of the higher-valued jobs are accessible to men only, even if women have the mental and physical abilities to fill those jobs. Or are some jobs valued more highly because they have been traditionally filled by men?

In fairness to department store employers, it should be noted that they usually take into account the wage pattern that prevails in the local labour market, where the forces of supply and demand are the principal determinants of the going wage rates, coupled with the social value ranking concepts related to men's jobs and women's jobs. There is usually an abundant supply of relatively unskilled women, married, divorced, widowed or separated, and much retail selling does not require any special skills or pre-training while offering white-collar status. Sales clerks are not organized as a rule, which further limits their bargaining power.

Department management salaries depend on the type of merchandise -- higher value, higher salary -- the size of the department, the volume of sales, and on merit. The lower averages for women in department management may be accounted for either by their status of female, or by the possibility that relatively more women have junior department management positions than men. Their higher average age suggests that women do not move as readily through the department management ranks upwards as men or are appointed at a later age. Findings discussed in the next chapter do not support the latter hypothesis.

Summarizing the conclusion, we can say that the findings suggest (a) equal pay for equal or comparable work is probably not approached; (b) salary differentials in comparable occupations for men and women are probably larger than warranted by any difference in job content -- handling of merchandise, or "signature" at more responsible sales level -- if comparisons were to be made with the help of accurately applied techniques of job evaluation; (c) if the equal pay for equal or comparable work principle is implemented in the department store field, then employers allocate to women only the lesser-valued jobs, while the higher-valued jobs remain reserved for men, and we cannot speak of equality of opportunity; (d) department store wage rates ordinarily follow community wage patterns which in turn are determined by supply and demand conditions and by traditional concepts of what constitutes woman's work or man's work.

#### The Role of Tradition in Job Allocation

Part III C deals with job allocation by sex and attempts to find an answer for the question why some departments use more male sales clerks than female sales clerks, and vice versa. Men and women often prefer to buy certain garments from a member of their own sex, but in many departments the preponderance of one sex is more difficult to explain. For example, women seem to make most of the decisions about the furnishings of a home but they will probably be served by a man in a furniture, floor covering, or major appliance department. The statistical summary shows that earnings are higher in departments selling household furniture and household appliances than for instance in footwear or piece goods or books and stationery. If the level of remuneration -- basic salary with or without commission -- is related, among others, to the value of merchandise or the mark-up, why then is the more valuable or profitable merchandise not sold to the same extent by women?

Respondents were asked to indicate reasons, as observed and interpreted by store personnel, for preferences for staffing departments with men or women, if such preferences exist. A number of possible alternatives were suggested: customer preference, employee preference, employer preference, physical job requirements, and "other". Although physical job requirements were intended to refer to the need for muscular strength to lift heavy articles, some stores interpreted the term in a cultural sense; they indicated physical job requirements for such departments as women's outer or underwear, or

piece goods. This cultural interpretation was considered irrelevant, and Table 11 incorporates only statements of physical job requirements that referred to male preferences. A borderline case is men's clothing. Here the physical job requirement preference can mean a requirement for muscular strength if men's outerwear is considered too heavy for women for frequent handling, or it can be interpreted culturally in the sense that a man prefers to buy a suit from another man.

Many returns showed a combination of preferences within a single department. Each statement has been counted in as one preference. In Table 10, the preferences have been summarized in two groups: subjective and objective. Subjective statements are all those statements of preference related to "people" requirements (customer, employee, employer) and tradition, while objective statements comprise those statements related to "job" requirements (physical job requirements, and technical knowledge, the only other alternative mentioned under "other"). The "no-preference" statements occurred more frequently in non-clothing departments.

Table 11 summarizes the frequency with which preference for male or female selling staff was expressed by region, while Table 12 gives a breakdown of the subjective preference statements by region.

The information summarized in these tables suggests the following conclusions:

Least tradition-bound are the urban areas on the West Coast. Most tradition-bound is Quebec. The Prairie Region seems to be more tradition-bound than the West Coast Region, but less than Quebec, and a little less than Ontario.

Physical job requirements are least important in Ontario and the Atlantic Region. This finding may be affected by the fact that, in the sample, these two regions have the largest share of small stores, where there is specialization in selling areas, and some small stores do not carry heavy merchandise such as furniture and major appliances. Physical job requirements are especially mentioned in men's clothing (interpretation here is doubtful, as mentioned before), household furniture, household appliances, hardware and housewares (probably with special reference to articles classified as hardware, such as paints, garden supplies), sporting goods, and auto accessories.

Technical knowledge requirements are of some importance in cameras and supplies, and auto accessories. Apparently, technical knowledge in these areas is associated with men.

The analysis of subjective preferences prompted the following observations:

Customer preferences are mentioned especially for clothing departments. Employers in Western Canada are more likely to consider employee preferences than employers in Eastern Canada. On the West Coast, men prefer to sell men's clothing, hardware, sporting goods, and auto accessories; in the Prairie Region they prefer to sell household furniture, household appliances, radios and television, sporting goods and auto accessories. In the Prairie Region women prefer to sell apparel, household furnishings, and toys.

Employer preference for female staff in drugs, cosmetics, books, toys and games, and tobacco products is relatively stronger in Ontario than anywhere else (50% of all statements about these departments came from Ontario stores; 40% from Western Canada). Employer preference for males in men's clothing, household furniture, radios, etc., and sporting goods, seems strongest in the Prairie Region, whose stores accounted for 50% of the 35 preference statements applicable to these departments.

Customer, employee and employer preferences in many cases reinforce the tradition motive given to explain the staffing pattern in department stores. Rightly or wrongly, the stores assumed that customers buying certain things prefer to be served by men because they "trust" the judgment of a man more for such articles as furniture and major appliances; that men and women prefer to sell some commodities more than others; that women are more effective in some areas, men in others. This traditional concept of "men's things" and "women's things" is related to men's roles and women's roles in a traditional (agricultural) society, where men hunt, fish, work the land, make furniture, do technical repairs, man and maintain vehicles, while women do housework, interior decorating, cleaning, cooking, washing and raising and teaching children.

The marked preference of employers for women sales staff in tobacco products is the only subjective preference that does not fit the traditional picture, and must probably be explained by the fact that tobacco products are small, low mark-up merchandise.

In departments selling small, low mark-up merchandise, salaries tend to be low. This is an economic factor which accounts

for the staffing of such departments with female employees. Economic and traditional factors can work together (for example, in the notions department) or one factor can outweigh the other. For example, books are relatively high mark-up merchandise but women are preferred (tradition); tobacco products are not traditionally associated with women but here the economic factor overrides tradition.

Table 13 gives statistical information -- based on the Statistical Summary -- and these quantitative data confirm the opinion statements contained in Part III C. Predominantly male departments are departments with a ratio of male to female sales employees below the rank of supervisor of not less than 2:1, while predominantly female departments have a ratio of men to women in the same categories of not less than 1:3. Then, there are "mixed" departments, namely: footwear, house furnishings, hardware and housewares. Sporting goods is a borderline case (luggage is associated with women). The column "qualifying remarks" contains observations found in questionnaires which break down some departments into two major commodity components. For instance, in men's clothing and furnishings, males are ordinarily preferred for men's clothing, while women are preferred, or a "no preference" is indicated for men's furnishings (shirts, ties, socks). In hardware and housewares, men tend to be preferred to sell hardware articles, women to sell housewares. In food products, men are preferred for butcher work.

TABLE 8

TOTAL NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES  
IN SELLING AND NON-SELLING DEPARTMENTS IN 36 STORES<sup>1/</sup>

Occupations	Average Number of Employees in Each Occupation in 1966				Full-time Employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary Weekly \$		Average Commission Weekly \$	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
A. <u>24 SELLING DEPARTMENTS</u> (Western Canada: 18 stores; Eastern Canada: 18 stores)												
a. Sales person, Class A												
b. Sales person, Class B	921	3600	516	3732	34	42	6	7	80	66	128*	102*
c. Sales person, Class C	743	282	5	13	41	42	12	9	98	75	124	102*
d. Cashier	2	163		213	27*	39	2*	6	65*	68		
e. Head or Senior Sales Clerk	133	199			33	45	8	11	94	77		
f. Supervisor First Line	368	572			38	47	12	13	107	84		
g. Department Management	854	249			38	44	13	16	162	132		
h. Buyer (Specialist)	111	31			42	36	18	8	208	162		
B. <u>NON-SELLING DEPARTMENTS</u> (Western Canada: 14 stores; Eastern Canada: 17 stores)												
1. <u>Operations</u>												
a. Receiver	237	6	31	3	38	27*	10	2*	89	67*		
b. Marker	6	224	1	157	33*	41	5*	7	85*	62		
c. Stockkeeper	378	2	17	1	35		9		80			
d. Investigator	39	57	15	22	40	40	6	6	101	79		
e. Tailor(ess)	97	100	4	22	44	46	7	8	93	68		
f. Supervisor or Manager (Merchandise handling and workroom departments)	100	13			42	45	12	15	126	97		
2. <u>Sales Promotion (Publicity)</u> (Western Canada: 14 stores; Eastern Canada: 17 stores)												
a. Copy-writer	8	57			31*	32	3*	5	108	85		
b. Copy-chief	2	8				42		7		106		
c. Lay-out Artist	51	20			31	33	5	5	106	105		
d. Designer	7	1			41*		7*		133*			
e. Display Artist	29	8			33	29*	9	4*	101	81*		
f. Displayman, window	117	19			29	33	5	4	90	79		
g. Displayman, interior												
h. Handletterer	13	14			42	29	12	4*	95	71		
3. <u>Personnel</u> (Western Canada: 17 stores; Eastern Canada: 13 stores)												
a. Employment interviewer	7	38		9	23*	38	1*	9	110*	84		
b. Training representative	5	21		6	30*	36	6*	10	129*	88		
c. Training manager	6				42*		9*		155*			
d. Assistant personnel manager	6	3			30	27*	7	2*	158	142*		

TABLE 8 (Continued)

4. Control Departments (Western Canada: 18 stores; Eastern Canada: 16 stores)

Occupational Groups		Number of Employees in 1966			
		Full time		Part-time regular	
		Male	Fem.	Male	Fem.
a. Routine clerical and machine operator occupations (e.g., clerks performing simple duties, typists, key punch operators)	W. Can.	437	1294	23	405
	E. Can.	108	918		116
	Total	545	2212	23	521
b. Occupations requiring technical expertise acquired by experience or special training, not involving supervision or management (e.g., customs clerk, traffic clerk, collector, computer programmer)	W. Can.	162	301	12	108
	E. Can.	93	355		24
	Total	255	656	12	132
c. Department management (analogous with department management in selling departments)	W. Can.	123	6		
	E. Can.	277	110		
	Total	400	116		

Averages of figures provided by 5 stores or less have been indicated with an asterisk.



TABLE 9  
REGIONAL DISTRIBUTION OF FULL-TIME EMPLOYEES  
IN SELLING DEPARTMENTS

Occupation	Western Canada			Eastern Canada			Canada		
	#	%	Sub-Total	#	%	Sub-Total	Male	Female	Total
Sales Person, Class A and B	490	22.4	2193	431	18.5	2328	921	3600	4521
Sales Person, Class C	364	76.5	476	379	69.0	549	743	282	1025
Cashier	-	-	145	2	10.0	20	2	163	165
Head or Senior Sales Clerk	51	36.0	142	82	43.2	190	133	199	332
Supervision, First Line	177	38.8	456	191	39.5	484	368	572	940
Department Management	478	88.7	539	376	66.7	564	854	249	1103
Buyer (Specialist)	64	79.0	81	47	77.0	61	111	31	142

Source: Questionnaire, Part III A.

TABLE 10  
PREFERENCES EXPRESSED FOR MALE OR FEMALE SALES STAFF IN  
SELLING DEPARTMENTS

Department	Number of Subjective Statements*		Number of Objective Statements*		Number of Preferences for mixed staff	Number of "No Preference" Statements
	Male Preferred	Female Preferred	Male Preferred	Female Preferred		
Men's Clothing & Furniture 1/	36	1	8		8	8
Women's Outerwear		49				
Women's Underclothing		55				
Apparel Accessories		43				4
Boy's and Girl's Wear		39			2	8
Footwear, all kinds	7	3	2		5	21
Household Furniture	29		16		1	10
Household Appliances	16	2	6			17
Radios, etc. 2/	33		15			6
House Furnishings	7	10	1			22
Hardware, Housewares 3/	15		12		3	15
Piece Goods, etc.		33				8
Drugs, Cosmetics		42				7
Jewellery, China		26				12
Books, etc.		31				12
Cameras, etc. 4/	19		6			14
Sporting Goods 5/	36		11			9
Toys and Games		19			1	21
Food Products 6/	2	8			5	8
Tobacco Products		14				9
Automobile Accessories 7 1/	27		14			7
Economy Apparel 8/		19			1	10
Economy House Furn.	6		2			13
Economy Other		14				11

Remarks: 1/ 1 preference for female in small store 5/ Women for luggage  
2/ 1 knowledge requirement 6/ Men for meats  
3/ Women preferred for housewares; males for hardware 7/ 4 knowledge requirements  
4/ 5 knowledge requirements 8/ Males for boys' and men's wear

\* For explanation of subjective and objective see pages 30 and 31.

Source: Questionnaire, Part III C.

TABLE 11  
 FREQUENCY WITH WHICH PREFERENCE FOR MALE OR FEMALE  
 SELLING STAFF WAS EXPRESSED, BY REGION

Region	Subjective Statements		Objective Statements		No <sup>1/</sup> Preference		Physical <sup>2/</sup> Requirements	
	Total	Av. per Store	Total	Av. per Store	Total	Av. per Store	Total	Av. per Store
	<u>number</u>		<u>number</u>		<u>number</u>		<u>number</u>	
British Columbia (6 stores)	88	14.7	19	3.2	74	12.3	15	2.5
Prairie Region (12 stores)	205	17.1	31	2.6	98	8.2	27	2.3
Ontario (10 stores)	178	17.8	18	1.8	27	2.7	16	1.6
Quebec (4 stores)	87	21.8	15	3.8	26	6.5	15	3.8
Atlantic Region (5 stores)	85	17.0	9	1.8	25	5.0	9	1.8

Source: Questionnaire, Part III C.

<sup>1/</sup> No preference refers to the number of statements expressing "No Preference" for males or females.

<sup>2/</sup> Number of statements giving "Physical Requirements" as reason for preferring male staff.

TABLE 12  
SUMMARY OF SUBJECTIVE PREFERENCE STATEMENTS, BY REGION

Reasons	British Columbia	Prairie Region	Ontario	Quebec	Atlantic Region	Total
	<u>number</u>	<u>number</u>	<u>number</u>	<u>number</u>	<u>number</u>	<u>number</u>
Customer Preference for Male	5	26	71	24	9	135
for Female	27	66	46	30	25	194
Employee Preference for Male	7	14		2	0	23
for Female	2	9		3	4	18
Employer Preference for Male	8	23	5	7	4	47
for Female	18	40	48	18	6	130
Tradition Preference for Male	7	9	0	1	15	32
for Female	17	18	15	2	22	74

Source: Questionnaire, Part III C.

TABLE 13

DISTRIBUTION OF SALES STAFF BELOW THE RANK OF SUPERVISOR,  
BY SEX, IN 24 SELLING DEPARTMENTS

Department	Predominantly Male			Predominantly Female			Mixed Staff		
	Male (no.)	Fem. (no.)	Ratio M. to F.	Male (no.)	Fem. (no.)	Ratio M. to F.	Male (no.)	Fem. (no.)	Ratio M. to F.
Men's Clothing & Furn. <sup>1/</sup>	348	134	2.6:1						
Women's Outerwear				8	552	1:69			
Women's Underclothing				0	352	100%			
Apparel Accessories				1	417	100%			
Boy's and Girl's Wear <sup>2/</sup>				27	292	1:11			
Footwear <sup>3/</sup>							148	188	1:1.3
Household Furniture	262	49	5.3:1						
Household Appliances <sup>4/</sup>	173	55	3:1						
Radios, etc.	159	38	4:1						
House Furnishings							165	249	1:1.5
Hardware, Housewares <sup>5/</sup>							104	177	1:1.7
Piece Goods, etc.				12	323	1:27			
Drugs, Cosmetics <sup>6/</sup>				22	320	1:15			
Jewellery, China				32	252	1:8			
Books, etc.				12	188	1:16			
Cameras, etc. <sup>7/</sup>	50	24	2:1						
Sporting Goods <sup>8/</sup>	95	52	2:nearly						
Toys and Games				10	54	1:5			
Food Products <sup>9/</sup>				45	154	1:3.5			
Tobacco Products				9	25	1:3			
Auto Accessories	47	11	4:1						
Economy Apparel <sup>10/</sup>				40	247	1:6			
Economy House Furn.				9	18	1:2			
Economy Other				19	60	1:3			

Qualifying Remarks, Found in Some Questionnaires

- <sup>1/</sup> Furnishings, female or no preference.
- <sup>2/</sup> Some preference for men for boys' wear.
- <sup>3/</sup> Some preference for men for men's shoes and women for women's shoes.
- <sup>4/</sup> Some preference for women for small appliances.
- <sup>5/</sup> Men for hardware; women for housewares.

- <sup>6/</sup> Pharmacists, male.
- <sup>7/</sup> Women for supplies.
- <sup>8/</sup> Borderline case, women for luggage.
- <sup>9/</sup> Butchers, male.
- <sup>10/</sup> Males for men's wear.

Source: Questionnaire, Part III A, C.

## CHAPTER 4

### TRAINING AND PROMOTION

Part II of the questionnaire asks questions about management training and promotion policies and opportunities.

#### Training

All stores reported a management training programme within the organization. The programme normally consists of planned, on-the-job training, usually on a rotational basis, in combination with classroom instruction. The programme does not appear to be uniform within every company. Five stores mentioned only on-the-job training. The duration of the total programme may be as long as two years. A longer than two-year period was indicated in the one case. The period most frequently reported was nine to twelve months. Classroom instruction is sometimes as short as six days, but it ordinarily consists of a series of weekly lectures and discussion periods stretched over a period of six months to two years. The more elaborate type of programme covers principles, policies and problems in administration (control), buying and selling, and personnel management. The course may include reading and writing assignments and the more formal courses are concluded with an examination. The most elaborate programme reported by a large store consists of 93 courses in five different categories (of content presumably) for five levels up to and including middle management. A diploma is attached to each programme level, based on 20 credits -- 10 elective and 10 compulsory.

The method of choosing candidates from employees was mentioned by a few stores. Recommendation by department managers seems to be the normal procedure, while one store selects candidates by competition once a year. The nature of the competition was not described.

In 23 stores, employees are the main source from which management trainees are recruited; in 15 others, educational institutions as a principal source of the latter, seven are located in Western Canada, eight in Eastern Canada. The employee first category is also approximately equally divided between Western and Eastern Canada.

The type of education preferred for management trainees is summarized in Table 14. University and other post-secondary school preparation, such as that offered by Ryerson Polytechnical Institute in Toronto and British Columbia Institute of Technology, is stressed in Western Canada more than in Eastern Canada. In Western Canada, university education (graduate and undergraduate)

ranked as first choice in 13 stores, while 12 stores ranked other post-secondary institutions second. In Eastern Canada, Ryerson or equivalent was first choice of eight stores and high school was first choice of five, while the most frequent second choice was university, undergraduate degree. The greater emphasis on university education in Western Canada may be due to two factors: 1) university graduates who want to stay in or return to Western Canada have fewer employment choices in most Western communities than in the industrial belt in the Upper St. Lawrence Valley, so that most Western department stores may draw on a more generous supply of university-educated trainees than stores in Ontario and Quebec; 2) Western Canada has fewer educational institutions offering vocational courses in retailing than has Eastern Canada.

Replies to the question about starting salaries for trainees show that equal pay for trainees regardless of sex is by no means the rule. Table 15 gives an insight into the degree of equality or inequality that prevails. The incidence of unequal treatment is highest for high school graduates. Of the total of 25 cases of unequal treatment, 14 occurred in Western Canada, 11 in Eastern Canada. A number of stores reported salaries for male trainees only in one or more educational categories. If the conclusion that they have recruited male but not female trainees in such cases is correct, then the total number of cases where females have not been recruited for training is 16, 15 of which occurred in Western Canada.

Table 16 gives starting salaries for trainees, male and female, by level of education, both the range of weekly salaries for each diploma or degree, and the average weekly salary. The table shows that male-female salary differential decreases with increasing educational qualifications. In a few interviews personnel directors stated their view that starting salaries for trainees should be equal but they mentioned that some department managers do not share this view and cannot understand why the company should pay female graduates as much as male graduates. Regional data suggest that the regional salary differentials for university-educated trainees are less than for those with high school diploma, presumably because the labour market for recent university graduates tends to be national rather than local. Women with only a high school diploma seem to be better paid in Ontario and Quebec than in other regions, while males with only a high school diploma are best off in British Columbia and Ontario.

In most stores, women are admitted to management training courses. The figures in question A - 1(e) - show no admission of women in three stores, of which two are in the Prairie Region and one is in Ontario. The trend over the last five years shows an increase of female admissions from annually 16% or 17% of total trainees in the first three years of the five-year period to 25% or 26% annually in the last two years. In relation to their numerical importance in department stores the percentage of women who qualify for management training appears rather small. The writer has no answer to the question whether this is because management prefers male trainees or because the supply of qualified women is limited. We should note that the percentage of female trainees admitted annually increased in the last two years from 16.17% to 25.6% of total trainees. Whether this sudden jump was due to more liberal attitudes towards women, or to a shortage of promotional males in a period of economic boom and greatly expanded job opportunities, time only can tell.

Table 17 gives information about course admission, course dropout, and separation of staff trained at company expense over a five-year period, by region. Of male admissions, 68% occurred in Western Canada, while 62% of all females were admitted to training courses in Eastern Canada. The overall dropout rate for men and women was nearly equal -- 26% for men and 27% for women. The overall rate of separations was slightly higher for women than for men (29.5% for men and 31% for women, each percentage computed from total male and total female trainees). The total number of male trainees was 16% of total full-time male employees, while the total number of female trainees was 3.5% of total full-time female employees. Dropouts in each region, as a percentage of number of trainees admitted in each region, were more significant in Eastern Canada than in Western Canada, with the female percentage slightly higher than male in the East, but distinctly lower than the male percentage in Western Canada.

Question 2 dealt with participation in courses and seminars for managerial personnel organized outside the company. Two stores in Eastern Canada reported no participation. All other stores which, in principle at least, have a policy that allows for such training opportunities, indicated that participation is open to male and female employees. In practice, female employees do not always participate, which may or may not be their own desire. In the three-year period, 752 males, i.e., 33.5% of all male management and executive personnel attended such courses and seminars. The corresponding figure for females was 143, i.e., 29% of all female management and executive incumbents.



## Promotion Opportunities

Part II B asks for the number of men and women in the management and executive categories distinguished as such by the store. In many returns, the totals did not correspond with the totals of male and female management and executive in Part I of the questionnaire. There can be several reasons for this. Different points in time may have been used, different methods of counting or estimating staff, and different definitions of management and executive. These various possibilities came to light after consulting with two companies and reading some remarks found in returns. The figures provided in Part II are probably more accurate than those in Part I for this category and have therefore been adopted for purposes of analysis in this chapter.

Table 18 consolidates the information provided in Part II B of the questionnaire, by region. Of the total number of management and executive incumbents in 1967, 82% were men and 18% women. Of the 494 women, 378, i.e., 76.5%, were reported by Eastern stores. The apparently better promotion opportunities for women in Eastern Canada are supported by the statistical information in Part III (see Table 8 for selling departments and for control departments).

The eight large stores in the sample employ 306 female management and executive incumbents, i.e., 62% of total female management and executive. Of these 306, 245 or 80% are employed in the four large stores in Eastern Canada.

The last five years have been a period of general economic expansion. Table 18 shows that women benefited from new promotion opportunities more in Eastern than in Western Canada. The average age at promotion for males and females is not so different. The slight differential between the overall average suggests that in most stores, women who are considered eligible for promotion to managerial positions do not need to wait longer than male candidates for such opportunities. This finding invalidates the hypothesis suggested on page 31.

The average age of women in department management in selling departments is higher than the average age of men. Whereas qualified men move up through and out of the rank of department manager, for many women the rank of department manager is the ceiling of their opportunities. A few remarks found on page 5 of the questionnaire seem to confirm this impression. The titles used in Part II B are not always easy to interpret but it is safe

Arguments Based on Opinions about Women's Character and Circumstances

- Timidity; lack of confidence; few women want executive jobs.
- Immobility because of family responsibilities.
- Child-bearing interrupts the career, places women at a competitive disadvantage vis-à-vis males with continuity of experience.
- Transfer of husband to another location means resignation. Women may stop working after marriage.
- Family responsibilities limit travel and nightwork.

Arguments Based on Opinions about Women's Job Performance

- Women are emotional, cannot cope with executive pressures.
- Women not capable of working at executive level. A similar thought seemed implied in the following observation made by one store: "The proven ability of each individual to cope with all of the demands of the job."
- Cost of training wasted by high turnover. One store expressed this as follows: "Canadian industry has hesitated to invest training time and money in promotional women prospects due to an unacceptable turnover precedent set by actual experience."
- Some areas offer promotion opportunities (merchandising). Various reasons are offered why there are no opportunities in sales supporting areas.
- Traditions, to quote an example: "Because of pressure and reaction by others, males would be selected over equally able females for executive jobs. For a woman to enter an executive position, she would have to be superior to any male candidate."
- Physical demands in small stores (not explained).
- Department manager position mentioned as the ceiling of opportunities, but no reasons given.

Not many suggestions were offered in response to the question how barriers can be overcome. One respondent sees the problem as one of supply. "It is not so much a case of overcoming barriers as it is of having available qualified women when suitable employment opportunities are required by industry. In our experience it is a very small percentage of Canadian women who are seeking executive positions in industry or who desire to return to executive positions after marriage." One store suggests that barriers for married women could be overcome if the company could employ them in executive capacities which would not require re-locating. Finally, one store suggests appropriate recruitment and development to open up new areas for women.

to conclude that most women in management and executive are employed in a rank not higher than that of department manager or buyer. Only one store, in Eastern Canada, reports one woman in the distinctly labelled "executive" category.

The question, where in a department store do we find female managers, is answered in Part III A for selling departments. Table 19 gives the distribution of female department management by department and region. That 77% of female managers and assistant managers are found in apparel departments will cause no surprise. It is more surprising that so few are to be found in departments selling "women's things", such as books, piece goods, toys and games, where women are preferred as sales clerks, but men do the buying and managing.

Page 5 of the questionnaire offered employers an opportunity to state their opinions regarding the degree of accessibility of executive positions in Canadian department stores to women. An American view was quoted:

For women, particularly, retailing has great advantages: Practically all executive positions are open to them. Marriage does not interfere with progress; even the bearing of children need not delay a career unduly.

Altogether, 32 answers were given. Their analysis follows.

To the question: "In your opinion, can this statement be applied to department stores in Canada?", 25 replied yes; seven no. Of the 25 "yes" answers, six offered no qualifications. Apparently, in these six stores no limitations are seen to the opportunities described. One of these six, a large store in Eastern Canada, has one female in an executive position, 27 female managers and group managers, and 65 women in lower managerial positions. Another large store in this group, also in Eastern Canada, employs 48 women in various managerial positions. Of the four other stores, in Western Canada, which see no limitations to opportunities for executive positions for women, one has not a single woman to report in the management and executive categories on page 4 of the questionnaire, and the three others have one or more women at the department manager level, but none occupying higher positions.

The limitations described by the 19 stores which qualified their affirmative replies are similar to the barriers seen as such by those who replied in the negative. The limitations or barriers are essentially attitudes expressed in opinions which can be summarized as follows:

The following two views are from two large stores, one in Western and one in Eastern Canada, and these are quoted because of their balanced opinion of the problem of career limitations for women as seen by male management.

1. Many executive positions require a considerable degree of management experience, some of a technical nature. Not all women in the business are employed continuously. Most have breaks of employment for domestic reasons. Additionally, very few women enter a business with the initial intention of aspiring to executive positions. The majority aspire primarily to homes, families, and such. Therefore, for those who become career-minded later, there is the difficulty of competing with the male element who were groomed and trained for executive responsibility very early in their careers. This, coupled with our strictly traditional situations that tended to restrict females from senior executive posts, has limited the opportunities available to women in a majority of cases, and is probably prevalent, although improving, today.
2. The point of interruption in a woman's career is usually after only a short experience. Therefore, she tends to have to start again when returning to work and so is at a disadvantage in competition with the men who have had sustained experience at the lower and middle management level in the interim. The higher the level a woman reaches before interrupting her career the more likely she is to continue to progress when she resumes.

Women are attracted to retailing, particularly department store work, by the idea of buying or promotion work rather than administration. In order to progress to the more senior executive positions interest and ability in these directions are also required.

In addition, department stores tend to stress the creative promotional aspect of the work in recruiting women as trainees at the university or high school level and therefore tend not to promote the possibility of women entering department stores to seek administrative opportunities. The areas where women seek opportunities of this kind and progress furthest are in personnel and staff training, but with appropriate recruiting and development of areas such as customer

service (adjustments), telephone and mail order, credit, management, general office management, etc., could be opened up more to women. However, the tendency to drop out for a period and to have to consider family responsibilities first still poses problems of competing with men in terms of experience and service.

Marriage is considered by employers to be a realistic barrier for advancement beyond the department manager level. It is corporate practice to transfer promising managers with executive potential to different locations, either to fill a vacancy, or to round out experience. In a period of expansion transfers occur more frequently. Even men for whom a department managership is a terminal position may be moved to another location. Mobility is important in a large multiple-unit corporation. One can argue, however, that if companies train more women for managerial positions in a greater variety of store activities, transfers to fill gaps may be needed less frequently. Married women are normally not mobile but this may sometimes be an asset because, if they are sufficiently committed at the managerial level, they are less likely to resign from the company for the sake of a better job opportunity elsewhere than men.

One respondent observed that the limitations of immobility and career interruption do not apply to single women. One can only hope that the progress of single women will not be hindered by the association of limitations attached to married women.

TABLE 14  
 RANKING OF PREFERENCES FOR EDUCATIONAL INSTITUTIONS  
 AS A SOURCE OF TRAINEES, BY REGION

Rank <sup>1/</sup>	Institution	First Choice		Institution	Second Choice	
		W. Stores (number)	E. Stores (number)		W. Stores (number)	E. Stores (number)
1	University Undergraduate	7	4	Other Post-Secondary	12	2
2	Other Post-Secondary	1	8	University <sup>2/</sup> Undergraduate	1	6
3	High School	3	5	High School <sup>2/</sup>	3	4
4	University Post-Graduate	6	1	University Post-Graduate	0	5

<sup>1/</sup> Ranking is based on the number of "votes" received from stores for first choice and second choice respectively.

<sup>2/</sup> Number of second choice "votes" was equal.

Source: Questionnaire, Part II.

TABLE 15  
STARTING PAY CONDITIONS FOR MALE AND FEMALE TRAINEES

Educational Institutions as Source of Recruitment	Number of Stores that Recruit from this Institution	Number of Stores that Recruited Males but not Females	Number of Stores that Pay Equal Salaries	Number of Stores that Pay Female Trainees less than Male Trainees
High School	29	4	13	12
University Undergraduate	33	6	19	8
University Graduate	8	3	5	-
Other Post-Secondary Inst. <sup>1/</sup>	21	3	9	5

<sup>1/</sup> Four stores reported that starting salary "varies", with reference to both sexes.

Source: Questionnaire, Part II.

TABLE 16  
STARTING SALARIES FOR TRAINEES,  
BY LEVEL OF EDUCATION AND SEX

Diploma or Degree	Range		Average	
	Male	Female	Male	Female
	<u>\$ per week</u>		<u>\$ per week</u>	
High School	50.00-104	50.00-98	73	66
University, B.A. <sup>1/</sup>	97.50-123	80.00-120	112	108
University, M.A., Ph.D. <sup>2/</sup>	107.50-180	107.50-180		
Other Post-Secondary Dip.	56.00-112	56.00-112	99	91

<sup>1/</sup> Two stores indicated somewhat higher salaries for a B.Com. degree. Modal value in the range for a B.A. is \$115. -- for men and women.

<sup>2/</sup> Only a few stores gave starting salaries. Those who hire male and female trainees with post-graduate degrees pay both sexes the same salaries.

Source: Questionnaire, Part II.



TABLE 17  
 NUMBER OF TRAINEES, DROPOUTS, AND SEPARATIONS  
 OF COMPANY-TRAINED STAFF, BY REGION, 5-YEAR PERIOD

Region	Trainees		Dropouts		Dropout as % of Trainees		Separations	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
Western Canada	1,120	174	260	28	23	16	262	42
Eastern Canada	528	287	168	98	32	34	225	102
Canada	1,648	461	428	126	26	27	487	144

Source: Questionnaire, Part II.

TABLE 18

MANAGEMENT AND EXECUTIVE STAFF:

NUMBER OF INCUMBENTS, 1967, NUMBER OF PROMOTIONS TO PRESENT RANK  
OVER 5-YEAR PERIOD, AVERAGE AGE AT PROMOTION; BY SEX AND REGION

Region	Number of M. & E.		Number Promoted		Average Age at Promotion	
	Male	Female	Male	Female	Male	Female
Western Canada	1,295	116	737	57	35	34
Eastern Canada	950	378	671	253	35	37
Canada	2,245	494	1,408	310	35	36

Source: Questionnaire, Part II B.

TABLE 19  
 DISTRIBUTION OF FEMALE DEPARTMENT MANAGEMENT,  
 BY DEPARTMENT AND REGION

Department	Number of Females in Department Management	
	Western Canada	Eastern Canada
Men's Clothing & Furn.	-	1
Women's Outerwear	21	50
Women's Underclothing	11	19
Apparel Accessories	9	27
Boy's and Girl's Wear	5	23
Footwear	-	3
Household Furniture	1	1
Household Appliances	-	-
Radios, etc.	-	2
House Furnishings	1	11
Hardware, Housewares	-	1
Piece Goods, etc.	-	3
Drugs, Cosmetics	3	6
Jewellery, China	5	8
Books, etc.	-	3
Cameras, etc.	-	-
Sporting Goods	1	-
Toys and Games	-	-
Food Products	3	2
Tobacco Products	-	-
Auto Accessories	-	-
Economy Apparel	1	26
Economy House Furn.	-	-
Economy Other	-	2
Total	61	188

Source: Questionnaire, Part III A.

## CHAPTER 5

### PART-TIME WORK AND FRINGE BENEFITS

#### Part-Time Work

Part IV of the questionnaire asked for only a limited amount of information about part-time work in department stores. Since the Women's Bureau of the Department of Labour at Ottawa was planning a study of part-time work in retail trade, and since the department stores could not reasonably be expected to search their records for much information about part-time employees in addition to the detailed information they provided on full-time employees, the questions were restricted to a few elementary ones.

The question concerning the ratio of full-time to part-time workers in terms of hours worked was not answered by all stores. This ratio varies considerably. The average for the stores that answered the question is 2:1. In reply to the question concerning the trend, 30 out of the 38 stores replied that they saw a trend towards more part-time work; four saw no change from the current situation, and four did not state an opinion.

Part III A and B shows that part-time staff in selling departments are employed mainly in the ranks of sales person A and B, and as cashier. In the non-selling departments included in the questionnaire, the main opportunities for part-time work occur in the occupation of marker. (Many men are employed on a part-time basis in warehouse and delivery areas, not shown in the questionnaire.) In control departments, most of the part-time regular employees are found in routine clerical and machine operator work.

The sources on which personnel departments draw for part-time workers are married women -- who are estimated to meet on the average 69% of demand for all part-time workers, students -- 24%, and others -- 7%. In the suburban stores of the sample, according to estimates received, married women contribute on the average 60% of part-time workers.

To the question concerning proportionality of wage rates for part-time personnel, 28 out of the 38 stores replied that they are proportional; six stores replied less than proportional (in all or some cases), and four stores did not reply.

To the question (i.e., the relationship between wage rates for part-time staff and those for full-time staff) if the same wage rate relationship prevails for male and female part-time employees, nearly all stores gave an affirmative reply. One store replied that

only in the case of part-time male selling staff, the hourly rate is lower than that paid to a starting full-timer.

Table 3 shows that part-time work is more important in the Prairie Region and in Quebec than in other regions, and least important in the Atlantic Region.

### Fringe Benefits

In 1914, the University Women's Club, Winnipeg Civic Committee, produced a study of working conditions in four department stores in Winnipeg, entitled The Work of Women and Girls in Department Stores of Winnipeg. The investigators looked at physical working conditions (ventilation was a significant problem), seating arrangements (now no longer a concern), staff restrooms (now a normal feature in department stores), hours of employment, organization of the work force, wage levels, which -- the report observed -- varied with profit margins, promotion opportunities for women (in most of the stores in Winnipeg, it was found, the position of assistant buyer, i.e., assistant to the department manager, was the highest position "that a woman may hope to attain in salesmanship"), and pensions. The report describes the pension benefits for women in one store as follows: "To any woman employee who has been in its service fifteen consecutive years and who has reached the age of forty, this firm will give a retiring pension commensurate with the term of service and the amount of salary. This pension ranges from four dollars to eight dollars weekly, and will be paid for life, so long as the pensioner does not marry, does not enter any employment similar to that which the company gives, and leads a moral life."

Pension plans have certainly changed since 1914. The writer does not intend to review pension plans and other benefit schemes on which companies submitted information, except for provisions that differ for males and females. The material received from five companies shows that the usual spectrum of benefits is available to department store workers. The principal areas where one can expect to find different provisions based on sex are usually in pension plans, group life insurance and medical plans. Information contained in the booklets supplemented the replies to question 2a of Part IV. The differences found are very few.

### Pension Plans

Pension plans show signs of recent revisions. A few companies still have the paternalistic feature of a non-contributory pension for employees with 20 or more years of service, but such plans are supplemented with contributory plans of various kinds.

(Two companies have a remarkably long waiting time (five years) before an employee can join the plan.) Only one plan showed different provisions for men and women. In this company the retirement age for males is 65, for females, 60. All other plans reviewed have the same retirement age (65) for male and female employment. The same company has different conditions for eligibility. A male employee may join the plan after having completed six months of continuous employment as a permanent full-time employee. A female employee must have completed two years of continuous employment as a permanent full-time employee and must be at least  $24\frac{1}{2}$  years old.

#### Group Life Insurance

Two companies have a compulsory variation for female employees. One of these firms has a schedule of insurance which distinguishes between four categories: female and single males, married male, married supervisory (male), and married executive (male). No mention is made of females with dependents, who, according to the information received, are treated as single females and males without an option to contract for a larger benefit. In another company the amount of insurance varies for males and females in the lower ranks. The amount of insurance for female employees is \$500.00 less than for male employees in each of a number of salary ranges, until weekly earnings reach an amount of \$76.93. From then on, male and female employees are insured for the same amount, in each salary range.

#### Medical Expense

One company reports that whereas married men may insure their wives, married women cannot insure their husbands for major medical expenses. The definition of "dependents" varies. Where reference is made to dependents of a female employee, these include only the children of a female employee who is widowed, divorced, or legally separated.

#### Other Variations

A few arrangements discriminate in favour of female employees. One company gives every female employee with five years of service when she marries a pair of blankets as a wedding gift. Another company reports a discount of 20% available to women employees for business clothes; this discount is available only to those men who work in the men's wear departments.

#### Store Discount

In most companies the store discount is 10%. (The store discount is a discount granted employees on the price of merchandise

bought in the store.) Part-time employees in such stores also receive the discount in all but one company. Two variations were reported. In one company the discount is 15%, and one company does not give any discount. The 10% is a basic discount. A higher discount may be available for management, or for long periods of service, or for early Christmas shopping by employees. Such arrangements vary among companies.

#### Maternity Benefits

Six stores stated that they have no policy for maternity leave. Others reported leave of absence. This leave of absence means leave without pay, except perhaps in one company whose cryptic reply to question 2c was: "paid sick leave depending on length of service". The length of unpaid leave for maternity varies. In some stores it depends on location of work, on health, and on appearance. (It is not quite clear why pregnant sales women are kept out of the eyes of the public in a commercial environment which welcomes pregnant women as customers.) In order to qualify for "leave of absence", which means that an employee can count on a position when she returns to work, a minimum period of service is usually specified.

The cost of child birth is covered in some companies through a medical-surgical insurance plan. Maternity benefits apply to female employees and dependent wives. (Wives are always included under dependents by definition, it seems. The writer has never seen a reference to an "independent" wife, although there are no doubt married women who are financially independent.)

## CHAPTER 6

### TURNOVER AND ABSENTEEISM

Generalizations about the behaviour of female employees described in terms such as "turnover" and "absenteeism", are usually unfavourable when comparisons are made with male employees. The bibliography includes a few references to studies on the subject made in Canada and the United States, which indicate that sex by itself is not a meaningful variable. More relevant for an understanding of the nature of the problem, which ultimately must be translated in terms of labour cost, and for purposes of comparison are variables such as skill level of the job, age of the worker, worker's length of service, marital status, management's attitude towards absenteeism, size of the group supervised, and departmental morale which tends to be considerably affected by the management skill of the supervisor or manager.

On the basis of response to the questionnaire, the writer has attempted to compare turnover, long-period and short-period absenteeism for male and female employees in department stores in comparable occupational groups, more broadly defined for absenteeism than for turnover, and comparable age levels. She would have preferred to include marital status, for the studies referred to suggest that the behaviour of single women in respect of job stability and absenteeism is quite different from that of married women, and tends to be comparable to that of men when similar age groups and work experience levels are compared. However, when the project was discussed with personnel directors, Part IV of the questionnaire was found to be the most difficult part for stores to handle and it was not feasible to retrieve the amount of detail desired from the records in some companies. Therefore, a compromise had to be struck, which meant that the original questions were simplified. Unfortunately, the writer omitted one important variable in the questionnaire, a question concerning the number of male and female employees in each age group. Without this information the relative significance of a measure of turnover or absenteeism cannot be assessed. An attempt was made during the period of data processing to correct the oversight and to obtain the additional information through correspondence with those stores (less than half of the sample) which had been able to provide some or all of the data requested on page 21 of the questionnaire. The additional figures received at a later date covered only nine stores with, in total, 2,323 full-time employees. Consequently, the comparison could be made for this small sample only. The results of the computations shown in Tables 20 and 21 do not warrant a firm conclusion. They merely suggest that the customary generalizations about female employees deserve to be questioned in the department store world.

The difficulty in obtaining detailed information about department store staff composition suggests that department store management perhaps does not know its "manpower" resource as well and



as thoroughly as one would expect in a labour-intensive enterprise. Management does have figures on turnover, for instance, and it does keep an eye on departmental performance, but such statistics make only broad comparisons between male and female employees. Since the lower-paid ranks are predominantly staffed by women, many of whom have routine jobs not requiring a special skill or a high level of education, statistics on turnover and absenteeism will be weighted by the performance of this perhaps less committed group. Even in a large group of unskilled or semi-skilled employees who perform routine duties, a small number of people may account for a high overall rate of turnover or absenteeism. Causes may have to be sought by asking questions about morale and management. Such variables can only be studied in the framework of an individual company or establishment.

### Turnover

The full-time work force in department stores is a relatively stable group, not affected by seasonal hirings and lay-offs. Therefore, the separation rate can be used as an indicator of turnover.

Sixteen department stores supplied data on all or some of the occupational categories listed in question 3 of Part IV. Separation rates tend to be higher for males or females than for the opposite sex in occupations and/or age groups where one far outnumbers the other. An attempt was made to compare the separation rate in Table 20 with sex ratios in each age group and occupation. This proved difficult. Numbers of male and female employees by age group and occupation could be found, approximately, by using the information on number of full-time employees and average age from Part III A. After the numbers were sorted and counted for the stores who had completed all or part of question 3, a large discrepancy remained unaccounted for. This can be explained a) by the fact that the breakdown in Part III A does not include all selling departments: service selling departments, for instance, have been left out, and b) by the omission of average ages in some cases. One large store of the sample of 16 did not furnish any information on average age at all.

Because of these statistical discrepancies, a comparison of male and female separation rates with sex ratios is difficult, especially for the categories sales persons class A and B and the occupation of supervisor, first line. In these occupational categories it is impossible even to guess how the people not included in Part III A might be distributed through the stores. We can say a little more about the occupations of sales person class C and of department management. The preponderance of males in these categories is sufficiently large and consistent throughout the sample to offer a few tentative observations.

Except for the age group 21-30, in which we find few or no women in the ranks of sales person class C or department management, a comparison of separation rate and sex composition ratios for the sample under review suggests that in the age group 31-40 in the rank of sales person class C the separation rate of women is relatively higher than that of men considering their numbers, while in the age group over 40 in the same rank, the male separation rate is relatively higher.

In the age group 31-40 of department management, there are nearly 3 times more males than females in the selling departments listed in Part III A, but their separation rate is five times that of female managers and assistant managers. The greater occupational mobility of males in this age group may account for this. The separation rate is equal in the over-40 group, but the tabulations of Part III A show 1.7 times more men than women in this group. This makes the separation rate of men relatively less significant than that of the women in this group.

Though the findings are not conclusive on account of the deficiencies in the data, they do not support the contention of one of the stores that "an unacceptable turnover precedent set by actual experience" is a deterrent to invest in training women for managerial positions.

### Absenteeism

Short-period absence and long-period absence are relative concepts. For purposes of this study we have defined "sick leave" as absence from work on account of illness or accident of the employee for more than five working days, and "absenteeism" as short absences from work of five or less working days. The longer absence, labeled "sick leave" is associated with real disability. The shorter absence may be caused by real disability but short-period absences also include the days when an employee is physically able to work but does not come to work for any of a number of reasons which may or may not be acceptable to management. The distinction is not always clear-cut. A motivated and committed employee who feels that his or her presence on the job is necessary will often come to work notwithstanding the discomforts of a cold or other minor disorder, while an employee who dislikes his or her work or work environment or who simply feels unimportant in the job may prefer to stay at home and rest. Managerial policy on reporting illness, on payment of sick benefits, and on follow-up of explained and unexplained absences is an important factor in determining how easy or difficult it is for an employee to stay home for a few days.

Table 21 gives the frequency of short absences and the average number of days lost by males and females in three age groups for three broad categories of employees, and the number of days sick leave (long-period absence) per male and female employee. Figures for male employees are missing in the office group, for very few males were reported in this group in the small sample. Figures for managerial and executive staff have been omitted for very few of the usable figures applied to this group.

In frequency and average number of days lost through absenteeism, women show up less favourably than men in most age and occupational categories, but there are exceptions in this sample, as shown in number of days lost per employee for the 31-40 group in sales, and both the frequency and the average number of days lost in the same age group in the non-office, non-selling category. In the latter category, the absence record of males and females in the over-40 group is not very different. Female office employees show up worse than their counterparts in the non-office, non-selling group both in terms of frequency and of average length of short absence, except in this latter respect in the 21-30 age group. In average length of short-period absence they do not compare favourably either with female sales staff in the 31-40 or the over-40 group.

With respect to sick leave (long-period absence), women used up more days on the average than men in all age groups, except in the over-40 age group of the non-office, non-selling staff, where male employees used up 5.6 days of sick leave per man, against 3.9 days per female employee. The office group can only be compared with their female counterparts in the other occupational categories. The number of days sick leave per female office employee was less than that in the other categories for the 21-30 and 31-40 age groups but more than that of their counterparts in the over-40 group.

The sample was too small to warrant conclusions, except perhaps to say that generalizations about higher absenteeism of women are unjustified for any company, unless management can substantiate them by statistics collected and assessed for reasonably homogeneous groups of male and female employees.

TABLE 20

SEPARATION RATES FOR FULL-TIME EMPLOYEES,

BY OCCUPATION, AGE GROUP, AND SEX, IN 16 DEPARTMENT STORES, 1966

Occupation	Age Group	Separation Rate <sup>1/</sup>		Number of Employees in Each Age Group <sup>2/</sup>	
		Male	Female	Male	Female
Sales Persons Class A & B	21-30	4.6	6.5	72	63
	31-40	1.1	3.8	155	428
	Over 40	0.7	4.3	91	1,036
Sales Person Class C	21-30	4.8	1.2	10	-
	31-40	3.2	1.0	111	21
	Over 40	1.9	0.4	224	78
Supervisor (first line)	21-30	3.2	1.6	31	2
	31-40	1.2	1.9	45	36
	Over 40	1.2	4.0	58	318
Department Managers & Ass't. Mgrs.	21-30	6.2	2.0	103	8
	31-40	4.5	0.9	211	79
	Over 40	1.2	1.2	185	108

<sup>1/</sup> The separation rate is the number of separations in 1966 divided by the average number of employees in the occupation in that year, multiplied by 100.

<sup>2/</sup> These figures were derived from Part III A. The totals for each occupation are smaller than the total employment figures given by the respondents in question 3 of Part IV. The discrepancy occurred for two reasons: a) Part A does not include all selling departments; b) the information in Part III A was not complete for all 16 stores. We should note also that Part III A gives only average age for each occupation per department. Therefore, the employment totals in the above columns are approximations.

Source: Questionnaire, Part IV - 3.

TABLE 21  
 ABSENTEEISM<sup>1/</sup> AND SICK LEAVE<sup>2/</sup> OF FULL-TIME EMPLOYEES  
 IN NINE DEPARTMENT STORES,<sup>3/</sup>  
 BY AGE GROUP, SEX, AND OCCUPATIONAL CATEGORY, 1966

Occupation	Age Group	Number of Absences per Employee		Number of Days Lost per Employee		Number of Days Sick Leave per Employee	
		Male	Female	Male	Female	Male	Female
Sales	21-30	1.6	2.4	1.9	3.1	1.2	1.5
	31-40	1.3	1.7	3.1	2.7	4.0	4.4
	Over 40	1.1	1.7	2.0	3.8	3.7	4.9
Non-Office Non-Selling	21-30	1.4	1.7	1.9	3.1	1.1	3.2
	31-40	1.2	0.9	1.9	1.4	1.3	5.4
	Over 40	1.1	1.2	2.8	2.9	5.6	3.9
Office	21-30	n.a.	2.0	n.a.	2.8	n.a.	1.2
	31-40	n.a.	1.6	n.a.	3.3	n.a.	2.9
	Over 40	n.a.	1.9	n.a.	4.0	n.a.	6.8

<sup>1/</sup> "Absenteeism" refers to short absences from work of five or less working days.

<sup>2/</sup> "Sick Leave" is absence from work on account of illness or accident of the employee for more than five working days.

<sup>3/</sup> Total number of full-time employees: 2,323.

Source: Questionnaire, Part IV, 4 and 5.

## SUMMARY AND CONCLUSIONS

Chapter I describes the role of department stores as distinct from the functions of other retail organizations. The department store sector of retail trade is a concentrated industry in which the six largest firms account for 89% of total employment in department stores in Canada. Department store firms compete with one another through advertising, especially newspaper advertising, and quality of customer service. Rising wage levels in the postwar period and competition from new large-scale retail organizations have prompted department store firms to adopt new methods and practices to control costs. More part-time employment and a contraction of the number of full-time positions is one response to reduce labour cost. The trend towards more part-time work is expected to continue. Women constitute the principal supply of part-time workers: 79% in the sample of 38 department stores that participated in the survey for this study. Married women are estimated to make up 69%, on the average, of part-time employees.

A department store shelters a great number and variety of occupations which fall under five main groupings: merchandising, sales promotion, operations, control, and personnel. The greatest single occupational group in terms of numbers of employees is that of sales person. However, the term sales person can be interpreted as a family of occupations, subdivided into selling occupations, each with a somewhat different job content varying with the type of merchandise sold in different departments.

The division of labour in department stores, by occupation and sex, follows a consistent pattern with only minor variations related to size of the store and regional or local labour markets and attitudes. There are strongly held concepts of "man's jobs" and "women's jobs", in turn related to "man's things" and "woman's things" defined through sex roles in a traditional society. Preference and no preference patterns in staffing show regional variations but the difference is one of degree rather than of kind. Traditional attitudes are most emphasized in the Quebec Region, least on the West Coast.

Regional salary differentials have not been studied in detail; the composition of the sample would have made this somewhat difficult. However, one may expect that regional or local differentials follow existing geographical wage level differentials in labour markets which are primarily local in character, which will be the case for non-managerial occupations.

Store averages of remuneration for the occupations specified in Part III of the questionnaire, when compared with store averages of age and length of employment, show a very consistent pattern of lower remuneration for women than for men in comparable occupations, and for comparable or higher age or length of service. There are few deviations from this pattern which prevails regardless of the number of statistical items in a range. The findings raise the question if "equal pay for equal work" legislation is being violated. However, this cannot be established without a more detailed comparison than was possible in a national survey, and without the aid of techniques of job analysis and job evaluation. Consistent application of such techniques in department stores appears to be limited or non-existent. Supply and demand conditions in local labour markets, which differ for males and females, absence of unions in the white collar store occupations, and non-economic factors tend to determine male/female wage differentials within similar occupations.

Most stores admit women to their managerial training programmes in more limited numbers than men. More women are admitted in Eastern Canada than in Western Canada. However, it is relatively rare for a woman to rise above the level of department manager. The position of department manager itself varies in relative significance. In a suburban store it may be a "middle" management position. Promotion opportunities for women appear to be best in large stores in Eastern Canada, more specifically in Montreal.

There is a distinct trend towards splitting off the buying function from that of department management in companies where the department manager has traditionally been responsible for both buying and selling. This trend is related to the diversification of store location, caused by the growth of suburbs and suburban shopping within the past 10-15 years, which necessitates some centralization in buying, especially of standardized merchandise. This trend will increase the number of buyer positions in large department stores and offer interesting opportunities for women. There appears to be a greater inclination to appoint young women as buyers, especially in the field of fashions.

Executive positions are rarely within the grasp of women. Some barriers in the promotional stream are due to marriage and family responsibilities which render married women immobile. Since mobility is considered a necessity at middle and especially at higher than middle management level in companies that operate stores in several provinces, immobility is a real barrier to advancement. Marital status could not be introduced

into the survey because the amount of work involved to give further breakdowns of information by marital status proved prohibitive in most companies. Another barrier to advancement is the traditional, sometimes prejudiced, attitude of male management towards women, though such attitudes seem to be weakening. The percentage of female trainees admitted annually increased in the last two years from 16-17% to 25-26% of total trainees but whether this is due to more liberal attitudes towards women, or to a shortage of promotable males in a period of economic boom and greatly expanded job opportunities, time only can tell.

Women receive the same fringe benefits as men in most sections of social security policy. A few exceptions have been noted. The plans do not seem to take into account that single women may also have dependents.

The findings on turnover, sick leave, and absenteeism are somewhat limited because of limitations of the sample. Female turnover (measured in terms of separation rate) at the managerial level does not support the contention of one store -- which is perhaps held by others -- that it is high and therefore a barrier to train women for managerial positions. Turnover of male managerial staff in their twenties and thirties is probably related to mobility of young trained males' aspirations for advancement, and increased demand for their services in a buoyant economy.

Short-period leave and the frequency with which it is taken is determined by a number of factors: age, length of service, marital status, morale, attitude of management. In the very small sample, covering only 2,323 employees, female employees show up worse than males in most but not all categories.

Regional comparisons have been made mainly in East-West terms. The statistical findings on starting salary treatment and hiring of female trainees, admission to company-organized management training courses, promotion to managerial positions, all suggest that women have better opportunities for advancement in Eastern Canada than in Western Canada, more specifically in the metropolitan areas of Montreal and Toronto. Several factors may account for the East-West difference in opportunities. More or less conservative attitudes towards women on the part of management or of the community may be a factor. Another factor can be differences in labour market conditions. We noted that 80% of the female management and executive incumbents employed in the large stores in the sample are found in four large stores in Toronto and Montreal. These cities have extremely diversified economic activities and are head-office locations for industrial and financial enterprises. The greater the diversification of industry,



and the longer the vertical structure of company hierarchies, the greater the number of choices of management positions open, especially to men. By contrast, Winnipeg, for example, is a distribution centre with few significant head-office establishments, and a low-productivity, low-wage, industrial base. According to spokesmen in department stores, a retailing career has limited status, especially in the eyes of university graduates, and many young people dislike periodic evening and weekend work which is unavoidable in retailing. The more limited the number of career choices and the lower the general wage and salary level in a community, the more attractive retailing becomes. Therefore, in smaller urban and metropolitan centres, in the Prairie Region for example, relatively more males may compete for department store positions than in large, economically diversified, metropolitan areas. Consequently, in the latter, retail organizations may have to draw more heavily on the supply of qualified women. Labour market economics and social attitudes probably explain the East-West difference in the status of women in department stores.

### POLICY SUGGESTIONS

Traditional concepts of men's roles and women's roles in society, reflected in the notion "men's jobs" and "women's jobs" and their value ranking in the social system that interacts with supply and demand in labour markets, limit men and women in their career choices and their personal development. This is inefficient from the point of view of manpower utilization. The development and efficient use of human talents is a necessary means of adapting to economic change, a continuous process in our society. The diversification of talents among women is probably as great as among men. New uses for human talents are opening up in an industrialized and industrializing society undergoing rapid technological change. In the Canada of today it does not make economic sense to confine women in an occupational ghetto circumscribed by sex role concepts stemming from a peasant society.

What measures can one suggest to facilitate a more flexible and equitable use of human resources in department stores? We deal with four interest groups to whom suggestions can be directed: female department store employees, their employers, the customers, and government.

To female employees the author would advise: organize yourselves. Improve your status and remuneration through collective bargaining. Press for better promotion opportunities. Broaden your vision and venture outside your ghetto. Apply for the better paid positions, whether these are classified as "men's jobs" or "women's jobs." This distinction is largely irrelevant today. Have confidence in your ability to learn about new things and new activities.

To employers the writer would like to direct the following observations: in her field work the writer got the impression that senior management in department stores has a more open mind about using women in responsible positions than has junior or middle male management. At the junior or middle management level one is more likely to find young men who are still insecure and perhaps immature and defensive of their prerogatives, or older men who have difficulty in accepting the fact that they will not progress further in the organization and who may therefore resent being equalled or bypassed by women. If the career prospects of female trainees and the selection of trainees from rank-and-file employees depend to a great extent on the judgment of male middle management, then it is imperative that senior management should clearly direct middle management to promote capable women.

One major department store company is implementing a new executive development policy. Under this policy, department managers - male and female - will be assessed for executive potential on the basis of objective (i.e., non-psychological) criteria. Their performance can be measured in terms of dollars. Another criterion applicable to both men and women will be the degree of mobility. The company has recognized that men can also be immobile for personal or family reasons. This is a promising development in personnel policy. Underlying this policy is the notion of "persons" matched to job requirements instead of "males" and "females" moving in tradition-worn grooves.

Finally, employers would do well to question their own concept of women and to make a greater effort to find out what their female employees really want or think. For instance, can it be that boredom accounts for the high separation rate of experienced sales women over 40 compared to the separation rate of men in the same age group as shown in Table 20?

The customers of a department store are the community at large. Since women make most of the buying decisions in households they can influence the job opportunities of female selling staff by their attitude towards sales clerks. Table 12 shows that department stores mentioned what they assumed were the preferences of customers for service by men or women in specific departments more frequently than preference thought to be held by employees and managers. If "the customer is always right" policy affects placement decisions, then one can only suggest to shoppers that they give the female sales clerk the benefit of the doubt and allow her to make the sale of articles such as furniture, appliances, or bicycles, instead of approaching a male clerk. Women themselves often raise barriers to better job opportunities for other women.

The fourth suggestion is for government, since government must be concerned about the degree of efficiency with which manpower resources are used in national production. The "equal pay for equal work" or for "comparable work" principle has been incorporated in the legislation of most provinces and of the country, but its usefulness in its present form has been questioned since past experience has shown that few women wish to take the risk of losing their job by registering a complaint. Such a complaint would be almost useless since the present definition of "equal work" is too imprecise. Legislation similar to the U.S. Fair Labour Standards Act should enable officers of government to enter premises of firms under the jurisdiction of the legislation and to initiate an investigation of the status

of male and female employees in comparable jobs without a previous complaint from a female employee. Several provinces are presently undertaking a revision of their equal pay legislation and Ontario has proposed revisions along the lines of the U.S. legislation.

The federal government formulates and implements national labour market policy. Officers of the Canada Manpower Centre can actively promote the concept of an efficient and equitable use of available womanpower with employers in their area. It is important that these officers be provided with objective information about labour force characteristics. Employment officers may in good faith be guided by popular but unproved notions about the behaviour of female employees.

These suggestions addressed to four different interest groups have one ingredient in common: a recommended change in attitudes. Perhaps at this point, as a final observation, the writer should state her own attitude towards the status of women in employment for no researcher can claim disinterest and attention. The writer believes that men and women should have equal opportunities to develop and use their talents. It is her view that society impoverishes itself economically, socially, and morally, as long as it thinks in terms of group inferiority and superiority. The study of employment in department stores shows that most women working there have an inferior position compared with men, an inferiority apparent in terms of lesser opportunities for development and use of talent, and in a consistent pattern of lower remuneration for women. Business policy and government policy embodied in legislation and machinery for implementation reflect social attitudes. The suggested changes in policy appeal to an emotionally mature view of women as persons and agents in the production process in a complex industrialized society. A reassessment of men's roles and women's roles as a factor in economic change is urgently recommended by the writer to women themselves, and to men responsible for bringing about change in business and in the community at large.

ROYAL COMMISSION ON THE STATUS OF WOMEN IN CANADA

OTTAWA

September, 1967

QUESTIONNAIRE

DEPARTMENT STORES IN 16 MAJOR URBAN CENTRES IN CANADA

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INFORMATION submitted by individual companies and establishments is held in strict confidence.

Please return completed questionnaire not later than November 1, 1967.

EXPLANATION

This questionnaire is composed of four parts.

Part I requests some basic information about the store and its organization.

Part II contains questions on employee development (training and promotion) for managerial and executive responsibilities, and can be completed by filling in the blank spaces for statistics and by placing a check mark (✓) on the dotted line in the appropriate space for non-numerical questions.

Part III contains three sub-divisions. A and B cover most of the following pages. The same information, repeated on each page in column headings, is asked for selected occupations in selling and non-selling departments. You are requested to complete the blank areas under the column headings. An Appendix which is attached to this questionnaire, contains descriptions of the occupations listed and should be referred to before filling in this part. Occupational titles will vary in different companies. The description will guide in the selection of those occupations in your store which most closely approximate the ones listed and described in this questionnaire. Leave space blank if an occupation does not exist in your establishment. Space has been left between departments in which remarks can be written if you wish to bring a significant variation to the attention of the researcher. C constitutes a series of opinion questions related to sales employees only. Complete this part by placing a check mark (✓) in the appropriate space on the dotted lines.

Part IV, miscellaneous employment data, has special instructions preceding questions 3, 4 and 5.

DEFINITIONS

Occupational titles - see Appendix

Full-time employees - Persons who work the normal work week during the whole year.

Part-time regular employees - Persons who usually work part-time during the whole year.

Part-time non-regular employees - Persons who usually work part of the year on a full-time basis, or intermittently through all or part of the year on a part-time basis. They may be called casual, auxiliary, or contingent employees.

Sales staff - all employees engaged in the actual selling of goods.

Non-office, non-selling - Non-office workers not actually engaged in the selling of goods, such as warehousemen, receivers and markers, deliverymen, maintenance workers, etc.

Office - Employees engaged in clerical, accounting, secretarial activities; usually paid on a salaried basis.

Management and executive - Those persons who have some degree of decision-making responsibilities in the planning, utilization, and co-ordination of resources: people, money and facilities. Top-level managerial positions may be referred to as executive positions.

PART I

BASIC INFORMATION

1. Name of store and address:.....  
.....
2. In what year was your store opened?.....
3. Is your store located in the downtown area or in a suburb?  
.....
4. Do you have a reasonably up-to-date organization chart?.....  
If yes, it would be appreciated if you could attach a copy to the completed return for the researcher.
5. Number of employees on payroll:  
State the number of employees requested under a) - f) on the last normal pay day preceding October 1, 1967.

	<u>Sales Staff</u>	<u>Non-office, Non-selling</u>	<u>Office</u>	<u>Management &amp; Executive</u>
a) number of full-time male employees	.....	.....	.....	.....
b) number of full-time female employees	.....	.....	.....	.....
c) number of part-time regular male employees	.....	.....	.....	.....
d) number of part-time regular female employees	.....	.....	.....	.....
e) number of part-time non-regular male employees	.....	.....	.....	.....
f) number of part-time non-regular female employees	.....	.....	.....	.....

6. Number of hours per week the store is normally open for business:.....
7. Number of hours normally worked per week by full-time employees:  
Sales staff .....  
Non-office, non-selling .....  
Office .....

PART II

EMPLOYEE DEVELOPMENT

A. TRAINING

1. In-Service-training for managerial and executive positions.

- a. Do you have an in-service-training programme to develop persons for managerial and executive positions? (check) Yes No

If yes, describe your programme briefly, mentioning duration: .... ..

- b. In recent years, what has been your most important source for recruiting potential managers? (check)

Employees .....  
Other .....

- c. When there are not sufficient candidates for trainee positions among your employees you will, presumably, recruit your trainees among recent school graduates. Rank in order of importance (1,2, etc.) the following types of institutions:

High school.....  
Universities-undergraduate school.....  
Universities-graduate school.....  
Other post-secondary educational institutions (f. ex. Ryerson).....

- d. State the starting salary for a newly recruited trainee:

	<u>Male</u>	<u>Female</u>
Highschool	.....	.....
University, B.A.	.....	.....
University, M.A., Ph.D.....	.....	.....
Other	.....	.....

- e. Indicate the number of persons admitted to in-service-training programmes in the last 5 years:

<u>1962</u>		<u>1963</u>		<u>1964</u>		<u>1965</u>		<u>1966</u>	
<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
....	.....	....	.....	....	.....	....	.....	....	.....

- f. Indicate the number of "drop-outs" (any reason):

<u>1962</u>		<u>1963</u>		<u>1964</u>		<u>1965</u>		<u>1966</u>	
<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
....	.....	....	.....	....	.....	....	.....	....	.....





REMARKS

Philip J. Reilly, an American retail executive, wrote in a recently published book entitled, "Old Masters of Retailing": "For women, particularly, retailing has great advantages: Practically all executive positions are open to them. Marriage does not interfere with progress; even the bearing of children need not delay a career unduly."

In your opinion, can this statement be applied to department stores in Canada? (check)

Yes..... No.....

If your answer is yes, do you see some limitations to the opportunities described?  
(check)

Yes..... No.....

If yes, specify:

If your answer is no, what are the barriers that prevent women from occupying executive positions in Canadian department stores? How can such barriers be overcome?

PART III

DIVISION OF LABOUR AND REMUNERATION  
(select occupations)

A. SELLING DEPARTMENTS

The following breakdown of departments by merchandise categories may not apply to every store. The information requested for each group of selling departments can be furnished for larger groupings, if so desired. In that case, indicate the combination to which the information applies. Economy (basement) departments are listed separately in three large groupings. For descriptions of occupations, see Appendix. Ignore occupations that you do not have in your store.

Occupations	Average Number of employees in each occupation in 1966 <sup>1)</sup>				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
1. <u>Men's Clothing and Furnishings</u>	Western Canada:				18 stores; Eastern Canada: 18 stores							
a. Sales person, Class A	180	111	108	287	.36	.40	.7	.9	.85	.65	....	....
b. Sales person, Class B	....	....	....	....	....	....	....	....	....	....	....	....
c. Sales person, Class C	149	13	5	3	.43	.45*	.12	.11*	.89	.74*	126	....
d. Cashier	....	....	....	....	....	....	....	....	....	....	....	....
e. Head or Senior Sales Clerk	.19	.10	....	....	.41	.45	.15	.10	.92	.79	....	....
f. Supervisor, First Line	.67	.9	....	....	.40	.44	.9	.11	106	85	....	....
g. Department Management	.78	.1	....	....	.38	....	.13	....	166	130*	....	....
h. Buyer (Specialist)	.10	....	....	....	.38*	....	.15*	....	212*	....	....	....
2. <u>Women's Outerwear</u>	Western Canada:				18 stores; Eastern Canada: 18 stores							
a. Sales person, Class A	.3	476	....	276	.48*	.45	.3*	.9	162*	.64	....	....
b. Sales person, Class B	....	....	....	....	....	....	....	....	....	....	....	....
c. Sales person, Class C	.4	39	....	9	.41*	.47	.11*	.9	101*	.77	....	....
d. Cashier	....	.11	....	4	....	.46	....	.11	....	.66	....	....
e. Head or Senior Sales Clerk	.1	.37	....	....	.24*	.47	.1*	.11	110*	.84	....	....
f. Supervisor, First Line	.5	.77	....	....	.24*	.43	.1*	.13	.96*	.91	....	....
g. Department Management	.58	.71	....	....	.39	.42	.13	.11	175	135	....	....
h. Buyer (Specialist)	.8	.17	....	....	.40*	.33*	.14*	.5*	218*	161*	....	....

1) 1966 calendar year or business year

Average figures provided by 5 stores or less have been indicated with an asterisk.

Occupations	Average Number of employees in each occupation in 1966		Full-time employees in 1966 only							
	Full time		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
<b>3. Women's Underclothing</b>	Western Canada:		18 stores; Eastern Canada: 18 stores							
a. Sales person, Class A	323	225	45	8	65					
b. Sales person, Class B										
c. Sales person, Class C	9		42*	6*	67*					
d. Cashier	4	3	30*	3*	63*					
e. Head or Senior Sales Clerk	20		45	9	71					
f. Supervisor, First Line	40		53	13	81					
g. Department Management	14	30	39	46	17	18	187	143		
h. Buyer (Specialist)	3	4	52*	19*	155*	224*	155*			
<b>4. Apparel Accessories</b>	Western Canada:		18 stores; Eastern Canada: 18 stores							
a. Sales person, Class A	1	257	49*	41	7*	8	78*	64		
b. Sales person, Class B										
c. Sales person, Class C		5	40*	3*	67*					
d. Cashier	1	3	30*	1*	60*					
e. Head or Senior Sales Clerk	18		48	10	72					
f. Supervisor, First Line	2	56	46*	46	22*	14	120*	82		
g. Department Management	27	36	37	45	13	18	168	142		
h. Buyer (Specialist)	7	1	38*	46*	18*	5*	204*	153*		
<b>5. Boy's and Girl's, Children's and Infant's Wear</b>	W.Canada:		17 stores; E.Canada: 18 stores							
a. Sales person, Class A	19	261	26	43	4	8	72	65		
b. Sales person, Class B										
c. Sales person, Class C	6	12	46*	36*	22*	7*	98*	65*	125*	
d. Cashier		4	43*	5*	69*					
e. Head or Senior Sales Clerk	2	19	25*	47	2*	13	78*	74		
f. Supervisor First Line	11	55	25	43	4	12	92	82		
g. Department Management	46	28	32	46	9	14	156	153		
h. Buyer (Specialist)	6	2	37*	36*	13*	5*	181*	150*		

Occupations	Average Number of employees in each occupation in 1966		Full-time employees in 1966 only							
	Full time		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
6. <u>Footwear, all kinds</u>	Western Canada:		18 stores;		Eastern Canada:		18 stores			
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	112.	159.	52.	302.	35.	41.	.6.	.7.	.79.	.68.
c. Sales person, Class C	.24.	.26.	....	....	.37.	.44*	.9.	.8*	.95*	.77*
d. Cashier	....	.5.	....	.5.	....	.44*	....	.12*	....	.71*
e. Head or Senior Sales Clerk	.12.	.3.	....	....	.35.	.49*	.8.	.12*	.92.	.74*
f. Supervisor, First Line	.42.	.15.	....	....	.42.	.47.	.13.	.15.	120.	.86.
g. Department Management	.54.	.3.	....	....	.38.	.35*	.15.	.6*	156.	117*
h. Buyer (Specialist)	.5	....	....	....	.40*	....	.20*	....	198*	....
7. <u>Household Furniture</u>	Western Canada:		18 stores;		Eastern Canada:		10 stores			
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	115.	19.	11.	20.	38.	46.	10.	.7.	83*	64.
c. Sales person, Class C	143.	30.	....	1.	43.	49.	10.	10.	104.	82.
d. Cashier	....	.5.	....	.2.	....	.44*	....	.7*	....	.72*
e. Head or Senior Sales Clerk	.4.	....	....	....	.53*	....	.24*	....	123*	....
f. Supervisor, First Line	.26.	....	....	....	.46.	....	.15.	....	119.	....
g. Department Management	.49.	.2.	....	....	.43.	.52*	.16.	.27*	172.	100*
h. Buyer (Specialist)	.6.	....	....	....	.52*	....	.17*	....	246*	....
8. <u>Household Appliances</u>	Western Canada:		18 stores;		Eastern Canada:		12 stores			
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	76.	43.	....	73.	37.	46.	.7.	10.	96.	71.
c. Sales person, Class C	91.	11.	....	....	44.	53*	13.	.7*	118.	77*
d. Cashier	....	10.	....	....	....	37*	....	.5*	....	.72*
e. Head or Senior Sales Clerk	.6.	.1.	....	....	.30*	.46*	.3*	.10*	.92*	.70*
f. Supervisor, First Line	.19.	.3.	....	....	.41.	.52*	.12.	.16*	116.	93*
g. Department Management	.42.	....	....	....	.42.	....	.16.	....	174.	....
h. Buyer (Specialist)	.5.	....	....	....	.46*	....	.22*	....	248*	....

Occupations	Average Number of employees in each occupation in 1966				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
<u>9. Radios, record players, T.V., pianos, organs, musical instruments</u>												
Western Canada: 15 stores; Eastern Canada: 11 stores												
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	.39	.25	.9	.30	.35	.31	.5	.5	.74	.61	....	....
c. Sales person, Class C	111	.11	....	....	.40	.40	.19	.8	.89	.72*	130	110*
d. Cashier	.1	.4	....	.2	.19*	.24*	0.5*	.5*	.55*	.66*	....	....
e. Head or Senior Sales Clerk	.9	.2	....	....	.44*	.48*	.9*	.2*	105*	101*	....	....
f. Supervisor, First Line	.18	.4	....	....	.40	.44*	.13	.16*	123	.85*	214*	....
g. Department Management	.24	.2	....	....	.44	....	.16	....	161	130*	....	....
h. Buyer (Specialist)	.3	....	....	....	.40*	....	.20*	....	251*	....	....	....
<u>10. House Furnishings</u> Western Canada: 16 stores; Eastern Canada: 8 stores												
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	.68	191	.5	130	.34	.43	.6	.8	.70	.66	....	....
c. Sales person, Class C	.82	.51	....	....	.40	.51	.11	.11	100	.68	116	.88*
d. Cashier	....	.4	....	.2	....	.43*	....	.4*	....	.66*	....	....
e. Head or Senior Sales Clerk	.15	.7	....	....	.39	.50*	.7	.17*	100	.77*	....	....
f. Supervisor, First Line	.30	.33	....	....	.44	.47	.18	.13	119	.86	....	....
g. Department Management	.59	.12	....	....	.41	.37*	.15	.7*	168	133*	....	....
h. Buyer (Specialist)	.4	....	....	....	.39*	....	.19*	....	211*	....	....	....
<u>11. Hardware, housewares, paint, glass, wallpaper, garden supplies</u> W. Canada: 15 stores; E. Canada: 17 stores												
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	.68	163	.52	239	.33	.41	.6	.7	.80	.65	....	....
c. Sales person, Class C	.20	.6	....	....	.43	.28*	.11	.7*	.90*	.75*	....	....
d. Cashier	....	.6	....	.4	....	.41*	....	.4*	....	.64*	....	....
e. Head or Senior Sales Clerk	.16	.8	....	....	.38	.51	.11	.14	.94	.75*	....	....
f. Supervisor, First Line	.29	.16	....	....	.36	.48	.8	.14	100	.78	....	....
g. Department Management	.54	.1	....	....	.37	.28*	.11	.11*	155	....	....	....
h. Buyer (Specialist)	.7	....	....	....	.36*	....	.13*	....	191*	....	....	....

Occupations	Average Number of employees in each occupation in 1966				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
12. <u>Piece goods, domestics, notions, smallwares</u>	W. Canada: 18 stores; E. Canada: 18 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..9.	293	..10	278	..34	41	..9	8	..79*	63	....	....
c. Sales person, Class C	..1	11	....	....	..29*	39*	..7*	6*	..92*	66*	....	....
d. Cashier	....	8	....	13	....	46*	....	10*	....	67*	....	....
e. Head or Senior Sales Clerk	..2	19	....	....	..26*	48	..8*	13	..90*	69	....	....
f. Supervisor First Line	..7	62	....	....	..37*	50	..13*	14	..98*	81	....	....
g. Department Management	..53	3	....	....	..37	47*	..13	13*	..156	128*	....	....
h. Buyer (Specialist)	..6	....	....	....	..44*	....	..24*	....	..230*	....	....	....
13. <u>Drugs, drug sundries, toilet articles and preparations</u>	Western Canada: 18 stores; Eastern Canada: 17 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..7	294	..7	220	..29*	38	..3*	6	..75*	63	....	....
c. Sales person, Class C	..3	23	....	....	..35*	39	..6*	8*	..82*	99*	69*	....
d. Cashier	....	8	....	7	....	37	....	5	....	68	....	....
e. Head or Senior Sales Clerk	..12	3	....	....	..22*	38	..3*	8	..91*	80	....	....
f. Supervisor First Line	..8	34	....	....	..36*	46	..5*	15	..105*	82	....	....
g. Department Management	..28	9	....	....	..35	42	..11	14	..167	147*	....	....
h. Buyer (Specialist)	..3	1	....	....	..48*	46*	..18*	19*	..221*	205*	....	....
14. <u>Jewellery, silverware, china</u>	Western Canada: 18 stores; Eastern Canada: 17 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..15	225	..3	204	..35	42	..7	7	..83	66	....	....
c. Sales person, Class C	..13	14	....	....	..40*	50*	..5*	9*	..93*	87*	....	....
d. Cashier	....	3	....	....	....	46*	....	7*	....	66*	....	....
e. Head or Senior Sales Clerk	..4	13	....	....	..34*	47	..6*	10	..88*	71	....	....
f. Supervisor First Line	..13	37	....	....	..44	47	..12	12	..107	84	....	....
g. Department Management	..37	13	....	....	..43	44	..13	14	..162	120	....	....
h. Buyer (Specialist)	..3	2	....	....	..41*	26*	..17*	3*	..189*	168*	....	....

Occupations	Average Number of employees in each occupation in 1966				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
15. <u>Books, stationery, paper products</u>					Western Canada: 18 stores; Eastern Canada: 16 stores							
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..10	..175	..13	..175	..26	..40	..4	..8	..71	..63	....	....
c. Sales person, Class C	...1	...5	....	....	..45*	..38*	..2*	..8*	..115*	..69*	....	....
d. Cashier	....	..4	....	..9	....	..47*	....	..8*	....	..68*	....	....
e. Head or Senior Sales Clerk	...1	...8	....	....	..25*	..41	..5*	..10	..85*	..72	....	....
f. Supervisor, First Line	...6	..29	....	....	..40*	..48	..18*	..12	..101*	..79	....	....
g. Department Management	..25	..3	....	....	..36	..56*	..12	..18*	..162	..125*	....	....
h. Buyer (Specialist)	...5	....	....	....	..38*	....	..12*	....	..175*	....	....	....
16. <u>Cameras and photographic supplies</u>					Western Canada: 15 stores; Eastern Canada: 15 stores							
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..31	..16	..21	..35	..28	..44	..3	..8	..79	..67	....	....
c. Sales person, Class C	..13	..6	....	....	..32	..46	..6	..10*	..82	..71	....	....
d. Cashier	...1	....	....	....	..35*	....	..3*	....	..75*	....	....	....
e. Head or Senior Sales Clerk	..6	..2	....	....	..32	..43*	..4	..15*	..102	..80*	....	....
f. Supervisor First Line	..10	..3	....	....	..41	..49*	..15	..5*	..110	..79*	....	....
g. Department Management	..17	....	....	....	..36	....	..12	....	..151	....	....	....
h. Buyer (Specialist)	...2	....	....	....	..48*	....	..21*	....	..238*	....	....	....
17. <u>Sporting goods, bicycles, boats, luggage</u>					W. Canada: 17 stores; E. Canada: 18 stores							
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..42	..43	..73	..67	..31	..41	..4	..6	..80	..66	....	....
c. Sales person, Class C	..43	..5	....	....	..32	..36*	..9	..2*	..86	..75*	....	....
d. Cashier	....	..4	....	..2	....	..35*	....	..7*	....	..63*	....	....
e. Head or Senior Sales Clerk	..10	..4	....	....	..34	..44*	..9	..8*	..96	..78*	....	....
f. Supervisor First Line	..27	..4	....	....	..43	..46*	..15	..11*	..100	..80*	....	....
g. Department Management	..33	..1	....	....	..34	..46*	..10	..9*	..157	..120*	....	....
h. Buyer (Specialist)	...5	....	....	....	..36*	....	..14*	....	..165*	....	....	....

Occupations	Average Number of employees in each occupation in 1966				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
<b>18. Toys and games</b>	Western Canada: 16 stores; Eastern Canada: 11 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..8	..49	..16	..72	..33	..43	..4	..6	..85	..65	....	....
c. Sales person, Class C	....	..1	....	....	....	40*	....	2*	....	75*	....	....
d. Cashier	....	..2	....	..11	....	....	....	....	....	62*	....	....
e. Head or Senior Sales Clerk	..2	..4	....	....	..27*	35*	..4*	9*	..73*	74*	....	....
f. Supervisor First Line	..6	..15	....	....	..42*	46	..10*	10	..102*	79	....	....
g. Department Management	..20	....	....	....	..34	....	..11	....	..162	....	....	....
h. Buyer (Specialist)	..2	....	....	....	..42*	....	..17*	....	..177*	....	....	....
<b>19. Food products</b>	Western Canada: 12 stores; Eastern Canada: 5 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..31	140	..50	220	..30	41	..7	8	..90	73	....	....
c. Sales person, Class C	..9	..4	....	....	..47*	42*	..21*	15*	..120*	96*	....	....
d. Cashier	....	..61	....	..141	....	38	....	10	....	82	....	....
e. Head or Senior Sales Clerk	..5	..10	....	....	..38*	38*	..17*	12*	..109*	87*	....	....
f. Supervisor First Line	..7	..10	....	....	..38*	48*	..11*	17*	..111*	109*	....	....
g. Department Management	..37	..5	....	....	..43	49*	..16	30*	..177	115*	....	....
h. Buyer (Specialist)	..4	....	....	....	..50*	....	..31*	....	..384*	....	....	....
<b>20. Tobacco products</b>	Western Canada: 9 stores; Eastern Canada: 11 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..9	24	..1	16	..34*	36	..4*	4	..82*	66	....	....
c. Sales person, Class C	....	....	....	....	....	....	....	....	....	....	....	....
d. Cashier	....	....	....	....	....	....	....	....	....	....	....	....
e. Head or Senior Sales Clerk	....	..1	....	....	....	42*	....	4*	....	84*	....	....
f. Supervisor First Line	..2	..1	....	....	..28*	....	..7*	....	..104*	....	....	....
g. Department Management	..9	....	....	....	..36	....	..8	....	..147*	....	....	....
h. Buyer (Specialist)	..1	....	....	....	..47*	....	..11*	....	..186*	....	....	....



Occupations	Average Number of employees in each occupation in 1966				Full-time employees in 1966 only							
	Full time		Part-time Regular		Average Age		Average Years of Service		Average Salary (\$ p.wk.)		Average Commission (\$ p.wk.)	
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.
21. <u>Automobile accessories, parts, tires and batteries</u>	Western Canada: 9 stores Eastern Canada: 6 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..39	..8	..69	..16	..30	..48	..3	..8	..76	..68	....	....
c. Sales person, Class C	..3	....	....	....	..37*	....	..9*	....	..82*	....	....	....
d. Cashier	....	..3	....	....	....	..43*	....	..4*	....	..72*	....	....
e. Head or Senior Sales Clerk	..5	....	....	....	..30*	....	..5*	....	..92*	....	....	....
f. Supervisor, First Line	..7	....	....	....	..41	....	..13	....	..111	....	....	....
g. Department Management	..18	....	....	....	..41	....	..16	....	..142	....	....	....
h. Buyer (Specialist)	..1	....	....	....	..57*	....	..32*	....	..160*	....	....	....
22. <u>Economy (basement): Apparel and apparel accessories</u>	Western Canada: 12 stores Eastern Canada: 7 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..27	..229	..6	..188	..27	..40	..4	..7	..80	..64	....	....
c. Sales person, Class C	..11	....	....	....	..52*	....	..17*	....	..112*	....	....	....
d. Cashier	....	..10	....	....	....	..39*	....	..5*	....	..69*	....	....
e. Head or Senior Sales Clerk	..2	..8	....	....	..26*	..47*	..6*	..13	..81*	..74*	....	....
f. Supervisor First Line	..18	..53	....	....	..33	..46	..11	..14	..98	..80	....	....
g. Department Management	..46	..27	....	....	..36	..45*	..19	..22*	..158	..115*	....	....
h. Buyer (Specialist)	..3	..4	....	....	..36*	..28*	..18*	..7*	..164*	..140*	....	....
23. <u>Economy (basement): House furnishings and furniture</u>	Western Canada: 4 stores Eastern Canada: 3 stores											
a. Sales person, Class A	....	....	....	....	....	....	....	....	....	....	....	....
b. Sales person, Class B	..2	..18	....	..17	..43*	..41*	..14*	..9*	..90*	..68*	....	....
c. Sales person, Class C	..7	....	....	....	..39*	....	..12*	....	..102*	....	....	....
d. Cashier	....	..1	....	....	....	..33*	....	..2*	....	..65*	....	....
e. Head or Senior Sales Clerk	....	....	....	....	....	....	....	....	....	....	....	....
f. Supervisor First Line	..3	..7	....	....	..37*	..53*	..13*	..12*	..100*	..76*	....	....
g. Department Management	..9	....	....	....	..40*	....	..13*	....	..155*	....	....	....
h. Buyer (Specialist)	..7	....	....	....	..33*	....	..6*	....	..151*	....	....	....



Occupations	Average Number of employees in each occupation in 1966		Full-time employees in 1966 only			
	Full time	Part-time Regular	Average Age	Average Years of Service	Average Salary	Average Commission
	Male Fem.	Male Fem.	Male Fem.	Male Fem.	Male Fem.	Male Fem.
<u>3. Personnel</u>						
a. Employment interviewer	....	....	....	....	....	....
b. Training representative	....	....	....	....	....	....
c. Training manager	....	....	....	....	....	....
d. Assistant personnel manager	....	....	....	....	....	....

4. Control departments

Occupational groups	Number of employees in 1966	
	Full time	Part-time regular
	Male Fem.	Male Fem.
a. Routine clerical and machine operator occupations (ex. clerks performing simple duties, typists, key punch operators)	....	....
b. Occupations requiring technical expertise acquired by experience or special training, not involving supervision or management (ex. customs clerk, traffic clerk, collector, computer programmer)	....	....
c. Department management (analogous with department management in selling departments)	....	....

C. STAFFING PREFERENCES IN SELLING DEPARTMENTS

1. Men's Clothing and Furnishings

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

2. Women's Outerwear

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

3. Women's Underclothing

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

4. Apparel Accessories

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

5. Boys' and Girls', Children's and Infants' Wear

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

6. Footwear, all kinds

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

7. Household Furniture

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

8. Household Appliances

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

9. Radios, record players, T.V., pianos, organs, musical instruments

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

10. House furnishings

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

11. Hardware, housewares, paint, glass, wallpaper, garden supplies

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

12. Piece goods, domestics, notions, smallwares

	No	Yes	No preference		
Female employees preferred	....	....	....		
Male employees preferred	....	....	....		
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
....	....	....	....	....	....

13. Drugs, drug sundries, toilet articles and preparations

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....

14. Jewellery, silverware, china

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....

15. Books, stationery, paper products

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....

16. Cameras and photographic supplies

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....

17. Sporting goods, bicycles, boats, luggage

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....

18. Toys and games

		No	Yes	No preference	
Female employees preferred	.....	.....	.....	.....	
Male employees preferred	.....	.....	.....	.....	
If there is a distinct preference, indicate reason (check):					
Customer preference	Employee preference	Employer preference	Physical job requirements	Tradition	Other (specify)
.....	.....	.....	.....	.....	.....



PART IV

MISCELLANEOUS EMPLOYMENT DATA

1. Part-time Employment

a. What was the ratio of full-time to part-time employment (regular and non-regular) in terms of working hours in your store in 1966?.....

b. In your opinion, what is the trend in department store employment? (check)

- more part-time relative to full-time employment.....
- less part-time relative to full-time employment.....
- no change; optimum situation achieved .....
- no trend .....

c. Who are your part-time workers (regular and non-regular)?  
If possible, give a rough estimate of the composition of all part-time employees.  
(A "guestimate" will do. This question need not be researched.)

- married women .....%
- students .....%
- other .....%

d. How do the wage rates for part-time staff relate to the wage rates for full-time staff? (check)

	<u>Yes</u>	<u>No</u>
proportional	...	...
less than proportional	...	...
more than proportional	...	...

e. Does the same relationship prevail for both male and female part-time employees?  
If no, indicate the nature of the variation.

2. Fringe Benefits

a. State only those benefits which are different for male and female employees and the nature of the variation.

b. What is your store discount?.....

Do part-time employees receive the discount also?	<u>Yes</u>	<u>No</u>
	...	...

c. Do you have a policy for maternity leave?	<u>Yes</u>	<u>No</u>
	...	...

If yes, what are your provisions?

d. If you wish to make available an employee handbook or other booklets containing information about employment conditions and benefits, please mail copies with the completed questionnaire.



Instructions for topics 3, 4 and 5 of Part IV.

If the information requested in the following questions cannot be provided in detail preferred, use the space left at the end of the questionnaire to state what information you can provide on the subject.

3. Turn-over

The following information is requested for full-time selling employees only. By "separation" is meant voluntary separation from the company before reaching retirement age.

Occupations in selling departments	Number of separations in 1966						Total employment in each occupation	
	Age group 21-30		Age group 31-40		Age group over 40		1st week Jan. 1966	last week Dec. 1966
	Male	Fem.	Male	Fem.	Male	Fem.		
a. Sales person, Class A	....	....	....	....	....	....	....	....
b. Sales person, Class B	....	....	....	....	....	....	....	....
c. Sales person, Class C	....	....	....	....	....	....	....	....
d. Supervisor (first line)	....	....	....	....	....	....	....	....
e. Assistant manager	....	....	....	....	....	....	....	....
f. Department manager	....	....	....	....	....	....	....	....

4. Sick leave

For the purpose of this study, sick leave is defined as "absence from work on account of illness or accident of the employee for more than 5 working days".

a. Employee categories	Number of days sick leave in 1966 of full-time employees only					
	Age group 21 - 30		Age group 31 - 40		Age group over 40	
	Male	Fem.	Male	Fem.	Male	Fem.
sales staff	....	....	....	....	....	....
non-office, non-selling	....	....	....	....	....	....
office	....	....	....	....	....	....
management and executive	....	....	....	....	....	....
b. How many waiting days before sick leave benefits are paid? .....						
c. How many days of illness are permitted without doctor's certificate or other form of verification? .....						

5. Absenteeism

Absenteeism refers to short absences from work of 5 or less working days, for any reason whatsoever.

Employee categories	Full-time employees in 1966					
	Number of absences <sup>1)</sup>			Total number of days off absence		
	Age group 21-30		Age group 31-40	Age group over 40		Age group over 40
	Male	Fem.	Male	Fem.	Male	Fem.
sales staff	....	....	....	....	....	....
non-office, non-selling	....	....	....	....	....	....
office	....	....	....	....	....	....
management and executive	....	....	....	....	....	....

1) Number of absences refers to frequency of absence. One day equals one absence; 3 consecutive days, for example, also equals one absence.

Remarks concerning any part of this questionnaire

APPENDIX

OCCUPATIONS - DESCRIPTIONS

Sales person, Class A

Requires little knowledge regarding the merchandise sold. Often works behind a counter, selling one or a variety of inexpensive commodities such as notions, candy, drug sundries, tobacco products, magazines, greeting cards, etc. May also work in self-selection areas.

Sales Person, Class B

Requires enough knowledge of products to assist customers in making a selection. May sell various types of merchandise or specialize in a particular type of commodity such as wearing apparel, bedding, small electrical appliances, china, costume jewellery, general hardware, etc.

Sales Person, Class C

Requires detailed knowledge of products and considerable skill in salesmanship. Is often on salary and commission, or straight commission and may be required to follow up prospective sales by calling on customer at his home. Products sold tend to be higher priced, such as furniture, refrigerators, television sets, power tools, air conditioners, jewellery, etc.

Cashier

Receives cash payment for purchases either on a selling floor or in a centralized cashier's station connected by a mechanical conveyor with sales departments; makes change and gives receipt to sales people; checks cash in register at close of business day and makes out cash report. May bag or wrap purchases.

Head or Senior Sales Clerk

An experienced sales person who has some extra responsibilities besides selling, such as signature for some purposes, and who may be temporarily in charge of a section in the absence of the person formally charged with supervision or management.

Supervisor, First Line

Regulates staff hours; ensures adequate transaction handling; handles adjustments and complaints; ensures effective display and neat housekeeping; has signature for returns, exchanges, etc.

Department Management

Department Management includes the manager of a selling department and his (her) assistants or any other person(s) considered to belong to the managerial staff. Managerial responsibilities typically include responsibilities for the execution of merchandising policies established at higher levels of authority, planning major sales events, budget planning, stock control, sales promotion within the department, buying (if this is not a specialized function), staffing and staff training, personnel evaluation.

Buyer (Specialist)

A person who is responsible for the buying of a line of merchandise for all units of the company, retail (store) and/or catalogue.

Receiver

Accepts deliveries of incoming goods; verifies correctness of shipments against bills of lading, invoices, and other records; makes report on shortages; rejects damaged goods. May route the incoming order to the proper department.

Marker

Checks description of goods and quantities on boxes against invoices; punches merchandise information on tickets and attaches these to merchandise.

Stockkeeper (stock room clerk)

Receives, stores, and issues supplies or equipment in a stockroom or storeroom: checks incoming orders; stores articles in convenient places for removal when needed; fills requisitions for stock or supplies, and keeps records of materials issued; takes inventory at regular intervals or keeps perpetual inventory.

Investigator (protection officer, store detective)

Protection duties may involve store patrol to guard against shoplifting and undesirable visitors; loss investigations; employee and customer property protection.

Tailor/Tailoress

Alters garments by hand or by sewing machine following the measurements taken by the fitter who has indicated the changes to be made by marking the garment with pins or by writing directions on an alteration tag. Performs complete alterations on any one garment. Tailoress more qualified than a seamstress. Performs more intricate work and usually works with more expensive garments.

Supervisor or Manager of Merchandise Handling and Workroom Departments

(Exclude repair shops, maintenance trades, and engine and boiler rooms)

Positions involving the direction of activities in departments such as Receiving and Marking, Parcel Room, Garment Workrooms, Draperies and Floor Covering Workrooms.

Copy-writer

Writes selling messages (copy) for departments for which writer is responsible; keeps informed about merchandise and fashion trends through regular visits to departments, reading trade journals and other literature; checks basic merchandise information for accuracy and conformity with advertising policy. May write copy for special publicity releases.

Copy-Chief

Trains new copy-writers in company policy and copy techniques and procedures. Edits all copy for content and presentation. Checks for co-ordination and consistency between copy and engraving; arranges workload; keeps abreast of changes in copy techniques.

Lay-out Artist

Is responsible for the lay-out design of all newspaper advertisements, circulars, etc. Selects method of illustration; aids selling department managers in the selection of the most suitable merchandise for illustration; co-ordinates work with that of copy-writer; draws the illustrations and works with production department.

Designer

Designs seasonal and store-wide decorations, fashion show settings, backgrounds, and decorations for special exhibits in consultation with department managers. Must be familiar with trends in display techniques and materials.

Display Artist

Works out ideas of the designer and is responsible for the production of props, special effects, and other shop productions. Contributes ideas.

Displayman - Window

Installs window displays according to design instructions received, in collaboration with designer and artist. May assist in workshop.

Displayman - Interior

Sets up special exhibits and decorations in selling departments; installs general store decorations. Works in collaboration with designer and artist.

Handletterer

Produces hand-lettered signs and posters with brush or pen according to design specifications. Maintains and operates equipment (brushes, cardwriting machine).

Employment Interviewer

Scrutinizes applications and interviews applicants for non-managerial positions; recommends on hiring.

Training Representative

Directs activities of the training department, where this department comes under the jurisdiction of the Store Personnel Manager.

Assistant Personnel Manager

A person to whom will be delegated certain managerial responsibilities in the personnel department and who will be in charge of this department in the absence of the personnel manager.

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