

## STORE, SALESPEOPLE AND PUBLIC

bilities to the various work people. In a general store in which the manager is the only recognized managing official, it is difficult for the average salesman to see that he is making any forward progress as the year passes by. But in a departmentized store where the salesmen may climb from a selling position into that of an assistant buyer or a buyer, or any other position of responsibility within the store organization, there is an incentive to improve constantly. One may think that labels and names do not amount to much, but, after all, most of us take pleasure in one form of distinction or another and the distinction of holding an official position of definite responsibility in a retail store, though it be a small one, is well worth having.

**Every manager should have an under-study.**—One plan that a store can well afford to carry out is to provide a system of under-studies for every important position in the management. There are three reasons for this. In the first place, the work of the manager in charge of any department is made easier because of the help that he derives from his under-study. Secondly, the under-study system provides a definite line along which an employe can plan to progress, and, when a person begins to plan for the future in this way, it means that he is taking a deep interest in his work. This is one of the most desirable features of the under-study system. Thirdly, the under-study learns to do the work of his chief and, therefore, if, for any reason, the latter should be absent or should leave for some other position, the store would not be handicapped in getting a new man to take his place. New men from outside of the business must, of necessity, consume time in learning any store's system. This time expenditure is a loss to the firm. There should, therefore, be under-studies for the various buying positions, for the accounting and credit departments, and for all other important official places in the store.

**Salesmen's suggestions.**—There is one other method of