

when there is work to do, but the dismissed saleswomen have no assurance that they will be re-employed. This makes it extremely difficult to measure this unemployment, but the store managers' statements and the figures given us of the numbers employed at different periods agree that the variation in the sales staff between December, the busiest month, and February, one of the duller, runs from 25 per cent. to 33 per cent. of the maximum figure.

Organization of Working Force.

In order to have an intelligent comprehension of the wages paid it is necessary to have some knowledge of the organization of the force with its various grades which though they are sharply defined may yet be successfully attained by the enterprising employee.

In large department stores, that is to say in three of the four stores under consideration, each department is a unit. Each of these units is charged with a fixed share of the general overhead expenses of the store and must make a profit on its own sales. This has a direct bearing on the wages paid in that department and results in a variation in wage in the different departments, merchandise which admits of a large margin of profit on the sale being able to bear a larger wage cost. This will be clear at once if one compares the margin of profit on the sale of ready-to-wear clothing and the sale of notions.

At the head of each department is the manager who has complete control and is responsible only to the general management though he must have regard to the general rules established for the conduct of the store. In some cases in Winnipeg a manager will have charge of two or three departments. These managers are also the head buyers.

The assistant buyer, or head stock, in each department is second to the manager, and is generally the senior saleswoman in her department. She does not as a general rule in Winnipeg do any independent buying but she very often accompanies and advises the head buyer being from her close contact with customers in a position to know the general demand. In most of the stores in Winnipeg this is the highest position that a woman may hope to attain in salesmanship. One of the stores has a rigid rule that no woman can be a manager. One other has no woman manager. A third has one woman who is the real head of a department and the fourth store is one of a chain of stores in different cities and the buyers or department managers are not so important a factor in each store. In this store there are four departments with women at the head and the management told your committee that as between men and