

might be added that what information we have been able to gather goes to show that the minimum is nine dollars rather than the lower figure.

The second consideration, your committee feel, must be referred to out of justice to the women employed in the stores. This is the charge made with great frequency and equal carelessness that much immorality exists among them. Your committee have made careful inquiry in various directions, and can positively state that every effort is made by the general management and the department heads to keep the stores free from women whose conduct is in the least questionable. Grave injustice is done a large body of women working in one store against whom this accusation is particularly made. In this case, as in all the others, your committee, after investigation, beg to state that these careless statements have no foundation in fact.

Out of the difficulties of the present situation, as expressed by both employees and employer, have come two suggestions which your committee beg to offer in concluding this report.

First we heartily recommend to the school board that some attempt should be made first in the night schools, and later amplified into a department in trade schools, to evolve some course which would fit the girls who intend to enter department stores to begin at a higher point than they can now do and also to make more rapid progress once they begin. It seems clear to your committee that the opportunities in this business are many, but equally clear from the point of view of the management as well as from the saleswomen themselves that not many are equipped to take advantage of them. A knowledge of general department store methods, of ways of keeping stock, of the various routine operations in selling, of the principles which make for good salesmanship, a training in mental arithmetic, in the courtesy due to customers, in the advantage of proper dress and manner, and a working knowledge of the various kinds of goods they may expect to sell would in the opinion of those who may be termed experts, greatly facilitate the progress of women in department stores. One of the stores has made a beginning in this work and teaches its new employees the routine of salesmanship and some of its psychology. It is now undertaking to give its younger employees who lack it, some necessary training in the rudiments of primary education. Admirable as this effort is, it cannot from the nature of things be made as thoroughgoing as a course in the schools. When it is remembered that as many as 3500 women and girls work in these four stores alone in the course of a year, it will be seen that there is a pressing need of such training.