A SURVEY OF EMPLOYMENT OPPORTUNITIES AVAILABLE TO HIGH SCHOOL GRADUATES IN SELECTED DISTRIBUTIVE OCCUPATIONS IN SAGINAW, MICHIGAN

An Independent Study for the Degree of M. A.

College of Education
MICHIGAN STATE UNIVERSITY
DONALD EFREMOFF

Summer 1967

A SURVEY OF EMPLOYMENT OPPORTUNITIES AVAILABLE TO HIGH SCHOOL GRADUATES IN SELECTED DISTRIBUTIVE OCCUPATIONS IN SAGINAW, MICHIGAN

AN ABSTRACT OF THE INDEPENDENT

RESEARCH PROJECT

BY

DONALD EFREMOFF

MICHIGAN STATE UNIVERSITY

SUMMER 1967

Statement of the Problem

This study is designed to determine the employment opportunities that are available in the Saginaw area for high school graduates in selected distributive occupations.

Procedures

The survey was conducted by means of the structured interview guide technique. The interview guide sheets were completed by the managers of the following types of business firms: banks, department stores, discount stores, hotels and motels, shoe stores, specialty stores, supermarkets, and variety stores. Employers of the above firms were interviewed personally by the researcher during the period from February to May 1967. These firms were selected because they are most frequently used by the general public.

Findings

From the thirty-two distributive outlets that were initially contacted, twenty-three firms indicated a high interest in hiring high school graduates for positions available in such areas as: sales, office, management, maintenance, and other.

Over three-fourths of the firms interviewed also indicated a definite preference for hiring those high school graduates that have had distributive cooperative training, as compared to those high school graduates who have had little or none of this type of training.

The study points out that positions are available to the high school graduates particularly in such areas as sales and office.

Twenty-one firms stated that they were anticipating business expansion in the near future, which further proves that the opportunities are

definitely available to the high school graduate in the field of distribution.

The majority of firms contacted were very positive in their praise of the job the high schools were doing in preparing the high school graduates for the world of work.

Conclusion

It is significant to point out that thirty-two firms were contacted and they completed the interview guide.

The responses to the various questions proved to be useful for the development and improvement of classroom procedures and techniques to better aid in the vocational preparation of the high school student for his possible lifetime vocation.

It must be pointed out that not enough distributive(retail) firms were interviewed to produce any absolute conclusion. The sample was not wholly representative of the total retail field. This study was also limited to the Saginaw, Michigan, area.

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AN INDEPENDENT STUDY

SUBMITTED IN PARTIAL FULFILLMENT OF THE

REQUIREMENTS OF EDUCATION 883 AND

MASTERS OF ARTS DEGREE

BY

DONALD EFREMOFF

SUMMER 1967

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CHAPTER I

INTRODUCTION

Statement of Problem

The problem of this study was to determine the employment opportunities that are available for our high school graduates in selected distributive occupations and to determine the skills and training necessary for these selected distributive occupations.

This study will be confined to the distributive businesses located in the Saginaw area.

Purpose of Problem

The purposes of this study were:

1) To determine what employment opportunities are available for the high school graduate in the Saginaw area.

2) To determine the necessary skills and training required for the selected distributive occupations.

Assumptions

The following assumptions were made:

1) That the techniques of employing structured interview sheets, personal interviews, and the review of current literature are legitimate instruments for determining the occupational needs of high school youth.

2) That a need exists for an evaluation of the job opportunities available for high school youth in the Saginaw area.

3) That high schools are not meeting the needs of high school youth in preparing them for the world of work.

4) That a survey can aid in improving and expanding the present vocational education program in preparing youth for the world of work.

Delimitations

1) This study was limited to the 1960-1966 high school graduates of the Saginaw schools located in Saginaw, Michigan.

2) This study was limited to eight selected types of distributive outlets located in Saginaw, Michigan.

Definition of Terms

For the purpose of this study, the following were defined:

Distributive Education - a program providing instruction in marketing and merchandising for those engaged in retailing, wholesaling, and service businesses.

Distribution - those activities involved in the movement of goods from producer to consumer and changes in their ownership.

Cooperative Occupational Training - a program in which the employer, school, student, and parent cooperate in the training of the student for occupational work experience with classroom instruction under the supervision of a teacher-coordinator who is occupationally competent in the training area.

Outlets - retailers according to the merchandise line carried and service organizations according to the type of service they render.

Sales Positions - positions within a retail organization in which an employee exercises "face to face" contact with the consumer public, whether it be for the securing of a product or a service.

Management Positions - positions whithin any organization which are concerned with the planning, administration, and work assigned to the respective departments concerned.

Skills - the ability to use one's knowledge effectively; technical proficiency; or a développed or acquired ability.

Training - a continous and organized process, dealing with changes anticipated for the future as well as those changes currently taking place within the world of work.

Vocational Education - education specifically designed to prepare persons for gainful employment and to keep them up-to-date in their chosen occupations. It is of less than college grade and includes agriculture, business, distribution, home economics, and training and industrial pursuits.

Banks - are establishments for the custody, loan, exchange, or issue of money, for the extension of credit, etc.

Department Stores - operate on a multiline basis, feature all kinds of clothing,,home furnishings, and piece goods.

Discount Stores - carry a wide variety of general merchandise, most of which is sold on a self-service basis at prices considerably below those of traditional stores selling the same goods.

Hotels and Motels - building or inn that provides lodging and usually meals for the public, especially for transients.

Specialty Shops(Stores) - carry narrow lines of merchandise such as millinery, jewelry, flowers, etc.

Supermarkets - large food stores that operate primarily on a self-service basis. Their lines are generally classified as groceries, meats, baked goods, dairy products, fresh fruits and vegetables, and frozen goods.

Variety Stores - are those stores with a multiline type operation, but they concentrate on lower price lines and emphasize open display of all their stocks.

Service Industries - institutions that sell services such as: advertising agencies, amusement enterprises, banks, hotels and motels, insurance companies, real estate companies, stock brokerages, etc.

CHAPTER II

REVIEW OF RELATED LITERATURE

An employer is someone who hires people for jobs. But few people think of employers in such simple terms. They think instead of firms or corporations, companies or trusts, as though the employer were a building or a letterhead instead of a human being. It should also be remembered that the world of work is not made up solely of machines and money, but mainly it is composed of people. Employers are just like everyone else, except for the job they do. They vary in their attitudes and opinions, their likes and dislikes, their ways of doing things, and their reason for doing them. Since these employers are human beings, they each look for different characteristics in potential employees. Moak found in his study that the four most common characteristics for employee success were honesty, ability to get along with other people, sense of responsibility, and loyalty to the firm.[1]

The field of distribution is one of the nation's three leading economic activities, along with production and agriculture. The goods or services sold by one salesman represents paychecks to other men and women on farms and in factories and offices; since, unless goods or services are sold to consumers, our economic system is not complete. Unless a product is sold, the plant that makes it cannot keep operating. Production and distribution together yield wages. With these wages,

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[1]Harry J. Moak, "A Study to Determine Which Personal Traits are Necessary for Success in Retailing in Flint, Michigan," (unpublished Master's dissertation, Michigan State University, 1966), p. 11.

people can buy more goods. Industries expand to meet economic needs by employing more workers and thus paying more wages.[2]

There are many predictions that between 1960 and 1970, the growth in the labor force per year will rise by over 1½ million people of various age groups seeking full or part-time jobs. Estimations are that there will be 87 million people assuming full time employment, of which approximately 26 million will be young workers entering the labor market(40,000 to 50,000 young people each week).[3] Mason and Haines in their book Cooperative Occupational Education, stated that from 1960 to 1975, the labor force will grow even faster than the population as a whole because of the large number of young people reaching working age.[4]

The education of these 26 million young workers must match the needs of a growing economy. From the current trends it appears that even high school graduates with adequate vocational preparation will find it difficult to secure jobs, which means that the schools must offer a wider variety of on-the-job training situations. It has become apparent to those studying contemporary labor market trends and contemporary vocational education practices that new and broader approaches to the training of youth are needed.[5] The types of training(vocational preparation) that young people should receive if they are to be successful in their pursuit of employment hinges largely on the types of jobs that are or will be

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[2]"Your Opportunities in Distribution," National Association of Manufacturers, (New York, 1955), p. 5.

[3]Benjamin C. Willis, "Vocational Education in the Years Ahead," American Vocational Journal (February, 1963), p. 37.

[4]Ralph E. Mason and Peter G. Haines, Cooperative Occupational Education and Work Experience in the Curriculum (Danville, Illinois: Interstate Press, 1965), p. 10.

[5]U.S. Dept. of Health, Education and Welfare, "Vocational Education in the Next Decade," Office of Education, Washington, D. C., 1961.

available.

The field of distribution has hundreds of thousands of jobs available for applicants with the right skills in such areas as: sales, merchandising, buying, storing, financing, traffic management, accounting, personnel, control, and operation.

It is not necessary for a person to always sell a product; he or she may be involved in the transaction of some form of service as a teller at a bank, waitress at a restaurant, desk clerk at a hotel or motel.

During the 1965-75 decade, employment in sales occupations is expected to rise fairly rapidly--approximately 250,000 per year.[6] Retail selling is one of the few fields in which an employee with initiative and ability may be selected for promotion, regardless of his education.[7]

Service industries will be among the fastest growing industries during the next ten years. About one-half more workers will be employed in this industry in 1975 than in 1964.[8] The above predictions are based on a growing and healthy economy in which people have money to spend and thus rely on other people's service.

The implications for distributive education in accord with the predictions made indicate a healthy environment of opportunity for those high school graduates who can acquire the needed skills and abilities. This study has delineated what the prospective employers desire in the way of skills and ability on the part of the high school graduate.

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[6]U.S. Dept. of Labor, Occupational Outlook Handbook; 1966-67. U. S. Government Printing Office, Washington, D. C., p. 306.

[7]Ibid, p. 308.

[8]Ibid, p. 14.

Similar studies have been accomplished and will properly be continued to enable the acquisition of up-to-date data to influence curriculum offerings.

CHAPTER III

METHODS AND PROCEDURES

Methods

The survey was conducted by means of the structured interview guide technique. These interview sheets were completed by the managers of the business firms contacted. The distributive outlets were grouped homogeneously into eight classifications as listed below according to their method of operation

Procedure

Employers from each type of distributive outlet were interviewed personally by the researcher during the period from February to May 1967. Although there were some interview scheduling disadvantages in using this method, it is the opinion of the researcher that for this particular study the advantages outweighed the disadvantages. For example, because of employers' lack of uninterrupted time, the structured interview sheets could not be completed during the interviews. Consequently, the interview form was kept by the firm contacted and completed and returned later.

The researcher's schedule of interviews included at least four of each of the following types of businesses located in the Saginaw area:

1) Banks
2) Department Stores
3) Discount Stores
4) Hotels and Motels
5) Shoe Stores
6) Specialty Stores
7) Supermarkets
8) Variety Stores

The above were selected because they are most frequently used by the general public.

This survey was conducted with the managers and/or qualified representatives of the personnel departments of the business concerns listed above.

Limitations

The researcher contacted managers and personnel directors and spent an extensive amount of time at each interview to assure that their judgments were as accurate as possible, and therefore, valid for making any conclusions.

The outcomes of this study were limited because of geographic location and the limited experience of the researcher in conducting the interviews.

CHAPTER IV

PRESENTATION AND ANALYSIS OF THE DATA

A total of thirty-two personal interviews were made by the researcher of the distributive outlets mentioned on page 9 in chapter III of this study. Many of the distributive outlets were contacted several times in order to meet with the qualified representatives of the personnel departments.

The employees of the respective distributive outlets interviewed were placed into the following five classifications: office, sales, management, maintenance, and other. The largest areas of job opportunities open to the high school graduates were sales personnel, office personnel, and other(Table 1). Banks, which sell a service, employ more office personnel while hotels and motels, which also sell a service, employ more people in maintenance and other categories due to the nature of their operation.

In response to the question, "To what extent are you interested in hiring high school graduates for the categories of: office, sales, management, maintenance, and others?", it was found that 23 or 72 per cent of the total number of distributive outlets interviewed indicated a high interest in the hiring of high school graduates for these positions (Table 2).

As indicated in Table 3, over three-fourths of the firms interviewed indicated a definite preference for hiring those high school graduates with distributive cooperative training.

TABLE 1

OCCUPATIONAL BREAKDOWN OF EMPLOYEES WITHIN BUSINESS FIRMS INTERVIEWED

TYPES OF FIRMS INTERVIEWED	OCCUPATIONAL BREAKDOWN OF PERSONNEL				
	NO. OF OFFICE	NO. OF SALES	NO. OF MANAGEMENT	NO. OF MAINTENANCE	NO. OF OTHERS
Banks	265	188	111	55	37
Department Stores	96	296	77	9	56
Discount Stores	25	185	56	15	37
Hotels & Motels	14	12	17	26	218
Shoe Stores	5	25	12	1	3
Specialty Stores	54	231	51	17	61
Supermarkets	17	205	24	6	18
Variety Stores	17	114	10	5	20
TOTAL	493	1,256	358	134	450

There were three out of thirty-two firms that gave negative responses to the possibility of hiring those high school graduates with distributive cooperative training. They felt that they had a negative attitude and were unmotivated. These firms preferred to hire those with little or no training in this area because they have their own training programs. Two firms had non-commital attitudes and thus gave no opinion concerning this question(Table 3).

When questioned as to whether or not they require a pre-employment test of their potential employees, most firms did not use them but the difference between those that did and those that did not was small(Table 4).

These firms were also asked to indicate if they required a personal interview with potential employees(Table 5). All but one said yes to

this question. It was interesting to note that ninety-seven per cent of the firms responded that personal interviews were required of all job categories.

TABLE 2

EXTENT OF INTEREST OF THE EMPLOYERS
IN VARIOUS TYPES OF DISTRIBUTIVE OUTLETS
IN HIRING HIGH SCHOOL GRADUATES

	EXTENT OF INTEREST			
TYPES OF FIRMS	HIGH	SOME	VERY LITTLE	NONE
Banks	3	1	0	0
Department Stores	2	2	0	0
Discount Stores	2	2	0	0
Hotels and Motels	3	1	0	0
Shoe Stores	3	1	0	0
Specialty Stores	4	0	0	0
Supermarkets	4	0	0	0
Variety Stores	2	1	1	0
TOTAL	23	8	1	0

The researcher was interested in finding the references used by the firms interviewed(Table 6). A majority of firms exprssed that the use of personal references was their most important tool of employee selection, followed by the use of police and school records. It was interesting to find that only one of the banks did use police files as a source where all of the discount stores did refer to this facet. It was also very interesting to note that all of the banks checked school records and the credit bureau as they felt that these were the most important

to them. All of the thirty-two distributive outlets contacted relied on more than one or two references in their employee selection.

TABLE 3

RESPONSES OF EMPLOYERS IN FIRMS INDICATING THE PREFERENCE OF HIRING HIGH SCHOOL GRADUATES WITH DISTRIBUTIVE COOPERATIVE TRAINING

	DISTRIBUTIVE COOPERATIVE TRAINING		
EMPLOYERS REPRESENTED	YES	NO	NO OPINION
Banks	3	1	0
Department Stores	4	0	0
Discount Stores	4	0	0
Hotels and Motels	3	1	0
Shoe Stores	2	1	1
Specialty Stores	3	0	1
Supermarkets	4	0	0
Variety Stores	4	0	0
TOTAL	27	3	2

In an attempt to learn the principal characteristics that an employer looks for when seeking potential employees, the employer was asked to list five. The researcher discovered that there was a definite variation between the different organizations contacted. A composite list was made according to their importance as listed below: (Table 7) Appearance; Attitude; Personality; Ambition; Reliability; Honesty; Ability; and Communication's skill. The researcher's results to this question seems to be very similiar to the conclusion drawn by the study of Harry J. Moak.(see footnote 1).

The establishments that handled or served foods seemed to emphasize

TABLE 4

RESPONSES OF FIRMS REGARDING THE USE
OF PRE-EMPLOYMENT TESTS FOR SELECTING POTENTIAL EMPLOYEES

TYPES OF FIRMS INTERVIEWED	USE TESTS		DO NOT USE	
	NUMBER	PER CENT	NUMBER	PER CENT
Banks	3	23%	1	5%
Department Stores	3	23%	1	5%
Discount Stores	1	8%	3	17%
Hotels and Motels	0	0%	4	21%
Shoe Stores	0	0%	4	21%
Specialty Stores	0	0%	4	21%
Supermarkets	3	23%	1	5%
Variety Stores	3	23%	1	5%
TOTAL	13	100%	19	100%

TABLE 5

RESPONSES OF FIRMS CONCERNING THE USE OF PERSONAL INTERVIEWS FOR SECURING POTENTIAL EMPLOYEES

TYPES OF FIRMS	USE PERSONAL INTERVIEWS	DO NOT USE PERSONAL INTERVIEWS
Banks	4	0
Department Stores	4	0
Discount Stores	4	0
Hotels and Motels	4	0
Shoe Stores	3	1
Specialty Stores	4	0
Supermarkets	4	0
Variety Stores	4	0
TOTAL	31	1

TABLE 6

RESPONSES OF FIRMS CONCERNING THE USE OF OUTSIDE REFERENCES WHEN CONSIDERING THE POTENTIAL EMPLOYEES

TYPES OF FIRMS	SOURCES OF REFERENCES					
	SCHOOL RECORDS		POLICE	CREDIT	PERSONAL	OTHER
	ATTENDANCE	SCHOLASTIC	RECORDS	BUREAU	REFERENCE	SOURCES
Banks	4	4	1	4	4	2
Department Stores	1	3	3	4	3	3
Discount Stores	0	1	4	1	3	1
Hotels and Motels	2	2	3	2	4	2
Shoe Stores	4	3	3	3	3	2
Specialty Stores	3	3	3	2	4	3
Supermarkets	2	2	3	2	3	2
Variety Stores	3	2	3	0	4	1
TOTAL	19	20	24	18	28	16

TABLE 7

RESPONSES OF FIRMS NAMING FIVE CHARACTERISTICS CONSIDERED TO BE ESSENTIAL FOR A POTENTIAL EMPLOYEE

MOST FREQUENT EMPLOYEE CHARACTERISTICS SUGGESTED

TYPES OF FIRMS INTERVIEWED	APPEARANCE	ATTITUDE	PERSONALITY	AMBITION	RELIABILITY
Banks	3	3	1	1	2
Department Stores	4	3	2	2	2
Discount Stores	3	1	4	2	2
Hotels & Motels	4	3	4	2	2
Shoe Stores	4	3	2	1	1
Specialty Stores	4	2	2	0	0
Supermarkets	4	4	2	3	0
Variety Stores	3	1	2	4	2
TOTAL*	29	20	19	15	11

*Other characteristics that were mentioned by the above firms included: honesty, ability, communication's skill, alertness, interest, character, courtesy, health, behavior, need to work, confidence, experience, loyality, empathy, responsibility, and to work with others.

a need for good health on the part of those applying for employment.

The business employers were also asked to indicate what occupational(employment) positions they usually had open for the high school graduates(Table 8). As one might expect, the predominant area of job opportunities was in the sales area. Two of the distributive outlets contacted indicated no availability of jobs because they have had little or no employee turnover.

TABLE 8

RESPONSES OF FIRMS AS TO WHAT OCCUPATIONAL POSITIONS ARE USUALLY OPEN TO THE HIGH SCHOOL GRADUATES AT TIME OF SURVEY

TYPES OF FIRMS SURVEYED	SALES POSITIONS	MANAGEMENT POSITIONS
Banks	1	0
Department Stores	4	1
Discount Stores	3	1
Hotel and Motel	4	0
Shoe Stores	4	1
Specialty Stores	3	0
Supermarkets	4	0
Variety Stores	4	1
TOTAL	27	4

When asked the question, "Does your organization have a continuous turnover of employees?", twenty-four firms said yes. They tended to be in the following job categories--sales and office. Not one of these firms indicated any turnover in the management area of their organization. Eight firms indicated that they experienced little or no turnover among their employees.

During the interview with the employers, the researcher discussed what their opinions were concerning the preparation of the high school graduates for selected distributive occupations. Approximately twenty firms replied in the positive, stating that they had good experience with high school graduates trained in this area and found that they adapted easier to their methods and procedures of business operation. Ten firms gave a negative response with such comments as: high school graduates need more training and prparation, need more on-the-job training, and less emphasis on theory but more emphasis on job development. Two of the firms gave absolutely no opinion concerning this question.

In closing the interview with the various firms, the researcher was concerned with their attitude toward the schools and how well students are prepared for the world of work. To the question, "In your opinion, do the high schools prepare the high school graduates for selected distributive occupations?" Twenty firms responded with yes, ten firms said no, and two firms had definitely no opinion. The replies fell into eight general areas of comments: 1) The need for closer cooperation between schools and business with more use of resource persons, projects, community surveys, etc.; 2) The need for encouragement of students to take better advantage of the opportunities available during their high school careers; 3) The need for more emphasis placed in such areas as: psychology, sociology, and training in public relations so that students can better meet the public; 4) The need to sell the opportunities and advancements that are possible in the field of distribution; 5) The need to stress earlier "on-the-job training" for students. There were four personnel managers who had non-commital attitudes yet seemed to be satisfied with the preparation afforded by the schools.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary. The primary purpose of the study was to determine what employment opportunities are available for the high school graduates in selected distributive occupations. Data was collected from thirty-two distributive outlets located in the Saginaw area.

The method used in making this study was the structured interview sheets and personal interviews with qualified personnel of the various firms contacted. Each employer was asked to complete the questions contained on the interview guide to the best of their ability and knowledge.

Conclusions. This study proved both interesting and helpful to those of us connected with the vocational education programs of the Saginaw area high schools. However, it must be restated that the reader should draw no inferences from the data due to the fact that the majority of employers were retail outlets. Thirty-two firms were contacted and they completed the interview guide. The distributive outlets were grouped into the following eight categories: banks, department stores, discount stores, hotels and motels, shoe stores, specialty stores, supermarkets, and variety stores.

The employee occupations were grouped into five categories, the responses showed that sales, office, and other were the leading areas of employment.

This study magnifies the fact that the firms interviewed have a very high interest in hiring high school graduates.

Over half of the firms interviewed indicated a preference of hiring high school graduates with distributive cooperative training.

The few firms that replied negatively to the hiring of high school graduates with this training said that they felt that these students were either unmotivated or had a negative attitude toward work in general.

The use of pre-employment tests seemed to indicate a lack of no importance by the firms interviewed as one of their means of employee selection, but this area was going to be critically considered in the future.

Personal interviews were found to be the primary tool of employee selection by the businesses interviewed in this survey.

The references used by the firms in the order of their importance were: personal references, followed by police records, scholastic records, attendance records, and credit bureau reports.

The leading areas of employment usually open to the high school graduates were sales positions followed by office positions.

Twenty-one out of thirty-two firms said that they are anticipating business expansion in the near future in the Saginaw area. Several of those that said no as pertaining to the Saginaw area but would be expanding across the state and nation.

Twenty-four firms said they had a continous turnover of employees in sales. The majority of firms interviewed stated that the high schools do an adequate job of preparing their graduates for selected distributive occupations.

The suggestions made by the firms as to how the high schools could better prepare the students for the world of work fell under the following six headings:

1) School Business cooperation.

2) Encouragement of students.

3) Social science education.

4) Emphasis on opportunities and advancement.

5) More vocational guidance and counseling.

6) Earlier on-the-job training, by the eleventh grade.

Recommendations

1) A more comprehensive evaluation of the vocational curriculum is necessary to meet the needs of the students as well as the needs of business. The field of retailing is rapidly changing and consequently the schools must be up-to-date in their teaching techniques, ideas, etc.

2) In order to more adequately prepare high school graduates for selected distributive occupations, a more diverse curriculum including a wider variety of offerings should be developed to meet the individual need of each student enrolled in this particular field of training.

3) There should definitely be a closer tie between the business community and the high schools through the use of advisory committees, speakers, etc.

4) School counselors should be educated in vocational placement of non-college bound students, and they must be made to realize the importance of teacher-coordinators and what their responsibility is to distributive education. This is necessary so that distributive training classes will not become "dumping grounds".

5) The schools should take a closer interest in their non-college bound students and expose them to what careers are open to them as a vocation and not just a job.

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APPENDIX A

1727 Ottawa Street
Saginaw, Michigan
Date:

XXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXX
XXXXXXXXXXXXXXXXXXXXXXXX

Dear Gentlemen:

As a Distributive Education instructor in the Business Education Department at Saginaw High School, I am interested in determining the employment opportunities that are available for high school graduates in the Saginaw area.

The purpose of this letter is to request an appointment which should not take more than fifteen minutes of your time. I have indicated several proposed appointment times. If any of these suggested times are agreeable, please indicate on the enclosed postal card, if not please suggest a time which would be suitable and convenient for you.

I shall appreciate your time and cooperation in helping to make this study one of value.

Sincerely yours,

Donald Efremoff

Enclosure

Proposed Appointment Times:

INTERVIEW GUIDE

PLEASE COMPLETE THE FOLLOWING:

1. Firm Name_____

2. Your Name_____

3. Your Position_____

4. Number of Employees in Your Firm_____

5. What is the occupational breakdown of your employees within each of the job classifications listed below: (Number in each Category)

   A. Office Personnel(Accounting, Personnel, Billing, Etc._____

   _____

   B. Sales Personnel_____

   C. Management Personnel(Exec., Dept. Mgrs., Etc._____

   _____

   D. Maintenance Personnel_____

   E. Others(Service, Wrapping, Receiving, Etc.,_____

6. To what extent are you interested in hiring high school graduates for the categories listed in Question #5 above?

   A. High Interest_____ C. Very Little Interest_____

   B. Some Interest_____ D. None_____

7. When hiring high school graduates for office and distributive(retail) positions, do you prefer to hire those high school graduates with:

   A. Distributive Cooperative Training?

      1) Yes_____ 2) No_____ 3) No Opinion_____

   B. Office Cooperative Training?

      1) Yes_____ 2) No_____ 3) No Opinion_____

7a. If answers to Question #7 above were <u>No</u> or <u>No Opinion</u>, please answer the following questions:

INTERVIEW GUIDE Continued:

A. Do you feel that the high school graduates with Distributive Cooperative Training:

1) Are Unmotivated_____

2) Show Little or No Interest_____ 4) Other_____

3) Have Negative Attitude_____

B? Do you feel that the high school graduates with Office Cooperative Training:

1) Are Unmotivated_____

2) Show Little or No Interest_____ 4) Other_____

3) Have Negative Attitude_____

7b. Why do you prefer to hire the high school graduate with little or no Office Cooperative Training?:

A. Company has "own" training program_____

B. Schools do not prepare students for respective job requirements_

_____

C. Other Opinions_____

_____

7c. Why do you prefer to hire the high school graduate with little or no Distributive Cooperative Training?:

A. Company has "own" training program_____

B. Schools do not prepare students for respective job requirements_

_____

C. Other Opinions_____

_____

8. Does your organization require a test of the potential employees?

A. Yes_____ B. No_____

9. Does your organization require a personal interview with potential employees for any of the categories listed in Question #5 above?

INTERVIEW GUIDE Continued:

A. Yes_____ Which Category?_____

B. No_____ _____

10. When considering the potential employee, does your organization refer to?:

A. School Records

1) Attendance_____

2) Scholastic Records_____

B. Police Records_____

C. Credit Bureau_____

D. Personal References_____ E. Other Sources___

_____

11. When seeking potential employees, please name five characteristics which you consider to be essential for an employee:

A. _____ C. _____

B. _____ D. _____

and E. _____

12. What occupational(employment) positions do you Usually have open for the high school graduate? Please list below:

_____

_____

_____

13. Does your organization foresee employment expansion in the near future?

A. Yes_____ B. No_____

Please define in what areas, if you have checked "Yes"_____

_____

_____

INTERVIEW GUIDE Continued:

14. Does your organization have a "continuous turnover" of employees?

A. Yes_____ B. No_____

If answer to Question #14 above is Yes; in what occupational areas does this continuous "turnover" exist in?_____

_____

_____

15a. In your opinion, do the high schools prepare the high school graduates for selected Office Occupations?

A. Yes_____ B. No_____

Please explain your answer(opinion)_____

_____

_____

15b. In your opinion, do the high schools prepare the high school graduates for selected Distributive Occupations?

A. Yes_____ B. No_____

Please explain your answer(opinion)_____

_____

_____

16. What suggestions do you have that would enable the high schools to better prepare the students for the world of work?

_____

_____

_____

_____

_____

_____

APPENDIX B

SELECTED DISTRIBUTIVE OUTLETS

1. BANKS & Loan Associations

   a. First Savings & Loan Assoc.
      124 South Jefferson
      Saginaw, Michigan

   b. Michigan National Bank
      501 Lapeer
      Saginaw, Michigan

   c. Saginaw Savings & Loan Assoc.
      219 South Michigan
      Saginaw, Michigan

   d. Second National Bank
      101 North Washington
      Saginaw, Michigan

2. DEPARTMENT STORES

   a. Federal Stores Inc.
      Green Acres Plaza
      Saginaw, Michigan

   b. Montgomery Ward
      115 West Genesse
      Saginaw, Michigan

   c. J.C. Penny Company, Inc.
      Green Acres Plaza
      Saginaw, Michigan

   d. Sears Roebuck & Co.
      608 Federal
      Saginaw, Michigan

3. DISCOUNT STORES

   a. Arlan's Inc.
      2885 Bay Rd.
      Saginaw, Michigan

   b. K-Mart Stores
      6200 State Rd.
      Saginaw, Michigan

3. DISCOUNT STORES Continued:

   c. Shopper's Fair
      260 West Genesse
      Saginaw, Michigan

   d. Yankee Stores Inc.
      3411 East Genessa
      Saginaw, Michigan

4. HOTELS & MOTELS

   a. Bancroft Hotel
      107 South Washington
      Saginaw, Michigan

   b. Holiday Inn of America
      3324 Davenport
      Saginaw, Michigan

   c. Imperial 400 Motels
      1014 East Genesse
      Saginaw, Michigan

   d. Ramada Inn & Motor Hotel
      3425 Holland Rd.
      Saginaw, Michigan

5. SHOE STORES

   a. Barker's Shoe Store
      220 east Genesse
      Saginaw, Michigan

   b. Granville Shoes
      123 North Washington
      Saginaw, Michigan

   c. Kinney Shoe Store
      Green Acres Plaza
      Saginaw, Michigan

   d. Nobil Shoes
      311 East Genesse
      Saginaw, Michigan

SELECTED DISTRIBUTIVE OUTLETS Continued:

6. SPECIALTY STORES

a. Edward's Men Shops
Fort Saginaw Mall
Saginaw, Michigan

b. Heavenrich's
301 East Genesse
Saginaw, Michigan

c. Jacobson's
400 Federal
Saginaw, Michigan

d. Wm. C. Wiechmann Co.
116 South Jefferson
Saginaw, Michigan

7. SUPERMARKETS

a. A & P (Atlantic & Pacific Tea Co.)
Green Acres Plaza
Saginaw, Michigan

b. Kroger Company
3448 State
Saginaw, Michigan

c. Ray's Food Fair
5700 State Rd.
Saginaw, Michigan

d. Vescio Supermarkets Inc.
2831 Bay Rd.
Saginaw, Michigan

8. VARIETY STORES

a. Franklin Five to Dollar
122 North Michigan
Saginaw, Michigan

b. W. T. Grant Co.
Green Acres Plaza
Saginaw, Michigan

8. VARIETY STORES Continued:

c. S. S. Kresge Co.
310 East Genesse
Saginaw, Michigan

d. F. W. Woolworth Co.
304 East Genesse
Saginaw, Michigan