

registered for employment, 2,524, or 35.3 per cent, were placed and of the 2,303 female applicants 35 years of age and over, 1,224, or 53.2 per cent, were placed. A comparison of the percentages placed indicates that at the State Public Employment Offices a much larger percentage of the females 35 years of age and over were placed than of the females under 35 years. Evidently, therefore, the point of discrimination on the basis of age was not at the age 35. This may be due, however, to the fact that of the women placed a large proportion was placed in domestic employment and a relatively small percentage was placed in manufacturing establishments. Even at the mercantile office in Boston, which is engaged primarily in the placement of females in offices and stores, the percentage of those under 35 years of age who were placed (26.1) was only slightly smaller than the percentage (29.6) of those 35 years of age and over who were placed.

There may have been some understatement of age by the older applicants, but the fact that those 35 years of age and over admitted the fact quite firmly establishes the reliability of the content of that group. It may be true, however, that the number included within the group under 35 years of age was somewhat increased by the inclusion of a fairly large number who understated their actual ages and this may account in some measure for the smaller percentage of placements in that age group.

While conjugal condition of female applicants for employment may have no direct bearing on the problem under consideration it is of interest in this connection, and the results of the tabulation by conjugal condition are therefore briefly discussed. Of the female applicants for employment who were single, 33.3 per cent of those under 35 years of age were placed and 49.2 per cent of those 35 years of age and over were placed, while of those who were married, 46.6 per cent of those under 35 were placed and 56.0 per cent of those 35 years of age and over were placed.

In the matter of placement of female applicants for employment by the State Public Employment Offices it is evident that, in general, there was not any marked discrimination by employers against married women in favor of single women. This statement, however, is not true with respect to the placements made by the mercantile office in Boston which, as has been stated, is primarily for the placement of employes in offices and stores.

At this office, 26.5 per cent of the single women under 35 years of age were placed and 79.9 per cent of the single women 35 years of age and over were placed, whereas only 19.6 per cent of the married women under 35 years of age and only 3.7 per cent of the married women 35 years of age and over were placed. In other words, in stores and offices there is marked discrimination against married women of whatever age, but particularly against married women 35 years of age and over.

Honors to Members

At the Third International Management Congress held two years ago in Rome, the Polish delegates presented Mrs. Frederick Winslow Taylor with a testimonial which was inscribed as follows:

To Mrs. F. W. Taylor

The Devoted Companion of a Great Man

The Polish Soldiers of His Ideals

The signatures of Professor K. Adamiecki and twenty-two others were attached.

Two of our distinguished French members and a past president of the Taylor Society have recently been the recipients of exceptional honors abroad. M. Charles de Freminville, newly elected president of the International Committee on International Management Congresses, has been made a Chevalier of the Legion of Honor. M. Henri Le Chatelier is the first recipient of the medal for distinguished service awarded by this Committee, and Morris Llewellyn Cooke has been made its American vice-president.

Personnel Research Federation Meeting

John Dewey, Elton Mayo and Stuart Chase are to speak at the meeting on November 15 and 16. Especially significant will be a report by G. A. Pennock on an experimental investigation of working conditions, rest pauses and other influences affecting individual variations of output of factory workers, which has been in progress for two years in the Hawthorne Works of the Western Electric Company. A plan for improving employe relations, based on data obtained from employes which grew out of these researches, will be described by M. L. Putnam. For full details address the Personnel Research Federation, 29 West 39th Street, New York.

Sales Quotas

A Review

By CHARLES P. STAUBACH
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THE book undertakes to assemble and organize, for sales and other executives—also instructors in marketing and sales management—a considerable amount of information not hitherto available in concentrated form.

Following brief discussion of kinds of sales quotas, their uses and the theory of quota setting, the quota subject is handled in considerable detail from the standpoint of market analysis, indices and the company angle. The many illustrations given, with accompanying forms, are drawn from plans in past or present operation. Examples are given of formulating quotas for particular industries. A very comprehensive cross index to the entire subject matter is supplied.

Observations as to the "why" of sales quotas are replete with ideas that are of great interest and essential to an understanding of what a working quota plan involves as to bases and desirable functions. The statements made will be endorsed, in the main, by those who have studied the subject and have had a measure of practical experience with market analysis, general and territorial, including translation of established facts into workable quota schedules.

An exception must, however, be registered to acknowledgment of any difference between territorial and salesmen's quotas which would permit adjustment of territory values to meet the relative ability or experience of salesmen assigned. The suggestion of separate territorial and personal quotas, to be fitted together to form the sales quota, temporizes with the principle that proper quotas can be based only on actual sales possibilities. Also, setting a minimum figure of sales volume to cover selling costs is a plan open to question, or at least to further explanation.

In discussing "control," reference is made to cases where the company assigns quotas to branch managers, "who must attend to the details, if they care to subdivide this quota." Here is an opportunity to point out the inefficiency of any such method. Subdivision should be part and parcel of the entire quota plan, and be obligatory, based on

definite territorial information used in obtaining the branch quotas with which the branch managers should be supplied. Their report of individual quotas assigned should balance with county quotas set by the company.

With these exceptions, most of this portion of the volume can be termed instructive, constructive and fundamental and therefore well worth not merely casual reading, but close study before proceeding.

The Market as a Quota Determinant

"Statistical method and forecasting." Illustrations of market information material obtainable from outside sources amplify the text, including charts for display of territorial or commodity results as compared with quotas and general evaluations. Significant comment includes reference to the need of "a certain amount of horse sense in setting sales quotas," as well as care in the choice of a trained statistician or other person equipped with knowledge, skill and impartiality, to be entrusted with the task of making up and maintaining the sales quota. It is frankly stated that a quota system, newly introduced, may be somewhat inaccurate at first but, by gradual correction and living with, it can be developed into an instrument of considerable precision.

"Territorial Market Analysis." Here are practical suggestions as to preliminaries and methods for small as well as large concerns. Market analysis and quota setting are not the same, but importantly related. Various kinds of available analytical information are indicated and information is given as to where they may be procured.

Particularly interesting is the question of proper geographical units to serve in establishing quotas. "Trading areas" are recommended as ideal because variation of their values for the particular commodity can be handled with a reasonable degree of accuracy. Subdivision of these trading areas is, however, necessary to establish individual territories and their quotas; the county is the logical subdivision. In handling trading areas, also, it must be remembered that factors of values, or ratios should often not be the same in all trading areas as for country-wide application. Much might have been said on this subject.

"Types of Market Indices." These are described and discussed in a helpful way, including popu-