Opportunities for Women Trainees in Manufacturing in the Chicago Metropolitan Area.

Charlotte Lessing

Loyola University Chicago

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OPPORTUNITIES FOR WOMEN TRAINEES IN MANUFACTURING
IN THE CHICAGO METROPOLITAN AREA.

by

Charlotte Lessing

A Thesis Submitted to the Faculty of the Graduate School
of Loyola University in Partial Fulfillment of
the Requirements for the Degree of
Master of Social and Industrial
Relations
June
1956
Charlotte Lessing was born in Nuremberg, Germany on April 17, 1916.

She was educated both in Germany and in England. After completing her degree in nursing, she worked in several hospitals in London, England during World War II.

After coming to the United States of America in 1946, she graduated from Northwestern University in June, 1953 with a degree of Bachelor of Philosophy, majoring in Personnel, as a field of Psychology.

At present she is employed as employment interviewer at one of the large department stores in Chicago.
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CHAPTER I

INTRODUCTION

At the present time there seems to be an evergrowing need to reinforce the middle and upper levels of management. No longer is a placement interviewer concerned merely with filling the immediate vacancy; he has to consider the growth and development potentials of the applicant for promotion-from-within. In Chicago, and nearly everywhere else in the nation, it is becoming progressively more difficult to obtain trained personnel for middle management positions, especially in the scientific and sales promotion fields.

One reason for this labor shortage can be found in the expanding economy as a whole and in industry in particular. The development of automation is an additional factor as it calls for more engineers and other trained personnel.

An even more important reason is the relatively smaller number of young people available for the labor force. This is clearly apparent from the population figures shown in Table I.
TABLE I

U. S. POPULATION BY AGE AND SEX, JULY 1, 1954

<table>
<thead>
<tr>
<th>AGE</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>9,072,000</td>
<td>8,735,000</td>
</tr>
<tr>
<td>5 to 9 years</td>
<td>8,351,000</td>
<td>7,996,000</td>
</tr>
<tr>
<td>10 to 14 years</td>
<td>6,553,000</td>
<td>6,333,000</td>
</tr>
<tr>
<td>15 to 19 years</td>
<td>5,616,000</td>
<td>5,411,000</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>5,488,000</td>
<td>5,411,000</td>
</tr>
<tr>
<td>25 to 29 years</td>
<td>5,867,000</td>
<td>6,033,000</td>
</tr>
<tr>
<td>30 to 34 years</td>
<td>6,054,000</td>
<td>6,289,000</td>
</tr>
</tbody>
</table>

This shortage is present at the same time that compulsory retirement policies in many companies are depriving the firms of many of their seasoned top and middle management staff.

Thus to assure continuity of company policies and practices through promotion-from-within, as vacancies occur, many companies have initiated trainee programs.

It is the purpose of this thesis to investigate what use the manufacturing companies in the greater Chicago Metropolitan

---


2 The work "trainee" is used for those young workers who are put through a specific developmental program designed to prepare them for a position in management.
area have made of available young womanpower by ascertaining if there are opportunities for women as trainees for position in middle and upper management.

Manufacturing firms were chosen because women have not been used in middle and upper management to any great extent in those industries.

An examination of the industries most highly presented in the greater Chicago Metropolitan area showed that the largest employers were found to be primary metals manufacturers, who, owing to the nature of their operation, have engaged very few women in any capacity.

In the past five years about 44,000 diplomas were awarded by accredited colleges and universities in the Chicago area; nearly 20,000 of these have been earned by women.

In the country as a whole, women received thirty-four per cent of all bachelor's degrees, thirty-three per cent of all master's degrees, and one per cent of all doctor's degrees in 1952 - 1953. U. S. Department of Health, Education, and Welfare, Office of Education. Statistical Circulars No. 380a and No. 282.

Women have earned these degrees mostly in education and humanities, only seven per cent received a Bachelor's Degree in Natural Science, four per cent in Business and Commerce, and only sixty-four women graduated in Engineering in 1954. National Science Foundation. Scientific Manpower Bulletin, March 1, 1954.

Frances M. Fuller and Mary R. Batchelder quoted the popular sentiment in 1951 that "the highest position that women were going to reach in the foreseeable future in any large number will be that of assistant to the top executive. This will be primarily an extension of the secretarial function." Harvard Business Review. January - February, 1953, XXXI, p. 27.

This area, defined by the U. S. Department of the Census, includes the contiguous industrially important counties surrounding the City of Chicago.

It includes the counties of Cook, DuPage, Kane, Lake, Will in Illinois, and Lake County in Indiana.
Following very close in numbers employed here is one of the youngest, a very fast growing industry - the production of electronic devices. As the firms of that industry employ a large percentage of female production workers, it was thought important to ascertain if they were also recruiting women trainees for middle and upper management positions.

One other group which has been a leader in the use of women production workers, the textile industry, was found to employ only 4.7 per cent of all manufacturing labor in the Chicago area.

Method

To gather appropriate data the following procedure was used:

1. A questionnaire and letter explaining the inquiry, were sent to one hundred manufacturing companies in the Greater Chicago Metropolitan area, each one of which employs more than one thousand people.

2. The replies were tabulated and the findings were analyzed.

3. The findings were discussed with the director of the Professional Placement Service of the Illinois State Employment Service and the secretaries of two professional women's organizations were consulted.
It was thought that manufacturing companies employing more than one thousand persons would be the most likely ones to carry a trainee program. One hundred such companies (see Appendix I) in the greater Chicago Metropolitan area were selected.

In February, 1956, a letter and questionnaire (Appendix II) were mailed to the companies. Owing to the great diversification of many of the selected firms, it was thought advantageous to use each company in one industry group on the basis of percentage of that industry which it represents in the Chicago area.

Sixty-five questionnaires were answered, six companies sent letters in place of the questionnaire. Table II lists the replies.

1 The list from which these names were taken is: Directory of Large Employers In The Chicago Metropolitan Area. The Chicago Association of Commerce and Industry. Chicago, 1955.

2 Labor Market Trends, Chicago-Calumet Area, (Chicago, March 1956) "Estimated Private Non-Farm Employment by Industry Chicago-Calumet Area, January 1956," XII, 2. In January 1956, 952,900 workers were employed in manufacturing, out of a total of 2,161,400 non-farm workers in the Chicago-Calumet Area (comprising Cook and DuPage Counties, Illinois and Lake County, Indiana) or 43.6 per cent of the total employment. Of these, 29.0 per cent were females.
Table III shows the trainee programs in the companies that replied and Table IV gives the different fields covered by those trainee programs.
<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>TOTAL CHICAGO EMPLOYMENT (THOUSANDS)</th>
<th>PERCENTAGE OF ALL MANUFACTURING IN CHICAGO</th>
<th>NUMBER OF QUESTIONNAIRES Mailed</th>
<th>NUMBER OF REPLIES RECEIVED</th>
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<tr>
<td>Chemicals &amp; Petroleum Products</td>
<td>48.0</td>
<td>5.4</td>
<td>5</td>
<td>5</td>
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<td>Foods</td>
<td>100.3</td>
<td>10.5</td>
<td>11</td>
<td>9</td>
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<tr>
<td>Primary Metals</td>
<td>132.1</td>
<td>13.8</td>
<td>14</td>
<td>11</td>
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<td>Fabricated metals</td>
<td>96.1</td>
<td>10.0</td>
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<td>4</td>
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<tr>
<td>Non-Electrical Machinery</td>
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<td>12.6</td>
<td>13</td>
<td>10</td>
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<tr>
<td>Electrical Machinery</td>
<td>132.0</td>
<td>13.8</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Transportation Equipment</td>
<td>51.2</td>
<td>5.4</td>
<td>5</td>
<td>3</td>
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<tr>
<td>Instruments</td>
<td>22.8</td>
<td>2.3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>Textiles &amp; Apparel Products</td>
<td>44.4</td>
<td>4.7</td>
<td>5</td>
<td>4</td>
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<td>Paper &amp; Paper Products</td>
<td>24.3</td>
<td>2.6</td>
<td>3</td>
<td>2</td>
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<td>Printing &amp; Publishing</td>
<td>81.6</td>
<td>8.5</td>
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<td>3</td>
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<tr>
<td>Miscellaneous</td>
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<td>8.4</td>
<td>8</td>
<td>4</td>
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<tr>
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<td>---</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>100.0</strong></td>
<td><strong>100</strong></td>
<td><strong>65</strong></td>
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<td>----------</td>
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<tr>
<td>Chemicals &amp; Petroleum Products</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>3</td>
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<tr>
<td>Foods</td>
<td>9</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<tr>
<td>Primary Metals</td>
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<td>10</td>
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<td>Transportation Equipment</td>
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<td>Instruments</td>
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<td>Paper &amp; Paper Products</td>
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<td>0</td>
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<td>Printing &amp; Publishing</td>
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<td>3</td>
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<td>0</td>
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<tr>
<td>Miscellaneous</td>
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<td>0</td>
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<td>4</td>
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<tr>
<td>Unidentified</td>
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<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>13</strong></td>
<td><strong>25</strong></td>
<td><strong>27</strong></td>
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<td>NAME OF FIRM</td>
<td>MANAGEMENT</td>
<td>PERSONNEL</td>
<td>SCIENTIFIC</td>
<td>OTHER</td>
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<tr>
<td>-----------------------------------</td>
<td>------------</td>
<td>-----------</td>
<td>------------</td>
<td>---------------------</td>
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<tr>
<td>The Richardson Company</td>
<td>X</td>
<td></td>
<td>X</td>
<td>Payroll &amp; Billing</td>
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<td>Swift and Company</td>
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<td>X</td>
<td></td>
<td>Library Research</td>
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<td>International Harvester</td>
<td>X</td>
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<td></td>
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<td>Continental Can Company, Inc.</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Sales</td>
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<tr>
<td>Allis-Chalmers Manufacturing Co.</td>
<td></td>
<td></td>
<td>X</td>
<td>Accountants, Home Economist</td>
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<td>Hotpoint Co.</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bell &amp; Howell Co.</td>
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<td></td>
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<td>Chicago Tribune</td>
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<td></td>
<td></td>
<td>Sales Correspondence</td>
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<td>Chicago Sun-Times</td>
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<td>Rand McNally and Co.</td>
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<td>Manufacturing</td>
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<td></td>
<td></td>
<td></td>
<td>Sales</td>
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CHAPTER III

TRAINEE PROGRAMS FOR WOMEN

Sixty-five answers to the questionnaire were received. Of these, twenty-seven companies had no trainee programs. Women trainees were considered by only thirteen firms.

FIELD OF TRAINEE PROGRAMS

Table IV shows the area of trainee programs. Only five companies offer trainee positions for personnel work, although many of the companies canvassed employ large numbers of women. Six firms offer programs in management, which may include personnel, and an equal number have trainee courses for scientific personnel. The last column shows a variety of programs from general office functions such as payroll and billing supervisors, to accounting, advertising, library research, manufacturing and sales.

PREFERENCE OF EDUCATIONAL BACKGROUND

All positive replies asked for high school education and most of them expected a college degree in preparation for the chosen occupation.

Rand McNally and Company stated that it paid one half of the tuition for outside courses along the lines of the program.

International Harvester Company will elevate outstanding
employees into its Progressive Student Course and give scholar-
ships to cover education; otherwise a bachelor's degree in a field
suitable to the objective of the course was considered necessary
to enter the trainee program.

Bell and Howell Company has an agreement with various col-
leges in which trainees have an opportunity to do theoretical
and practical work at the same time.

A degree in liberal arts is preferred by Johnson and Johnson
in their management program and by Rand McNally and Company for
management, editorial work and sales correspondence, as well as
major work in the field of specialization. For a personnel trainee,
a degree in personnel administration is preferred. Mr. Noble
of Hart, Schaffner and Marx stated that his company is presently
considering including women with a liberal arts degree in their
personnel and management trainee program.

A degree in journalism or advertising was advocated by the
Chicago Tribune and the Chicago Sun-Times. Rand McNally and Com-
pany felt that such training would be helpful in production
liason and also in the editorial field.

A degree in commerce or business administration was con-
sidered desirable for all trainee programs underwritten by Rand
McNally and Company - with the exception of editorial work. The
two anonymous replies agreed with this.

All scientific trainee programs asked for a degree in engi-
neering or science; Allis Chalmers Manufacturing Company speci-
fied mechanical engineering as a requirement for their program.
Library science as a major was requested by both Hotpoint, Incorporated and Swift and Company. The former firm also seems to rely heavily on women with a background in teaching for its home economists and office management positions.

All the replies stated that a master's degree would be advantageous but not necessary in the various trainee programs. Only two replies mentioned field of concentration. Engineering is selected by Johnson and Johnson for its scientific trainees and by Rand McNally Company for production leason. The latter prefers also an undergraduate specialization in English and history for the editorial trainee program.

PREFERRED WORK EXPERIENCE

Allis Chalmers Manufacturing Company, Bell and Howell Company, Johnson and Johnson, Rand McNally and Company and one anonymous firm like to select trainees with related work experience. Continental Can Company, Incorporated asks for two years of general personnel office experience for their personnel trainees. The other anonymous company selects trainees with "non-esthetic type of experience". International Harvester Company's correspondent states that "for college graduates coming direct from college, we prefer work experience and participation in extra curricular activities that develop individual initiative, leadership, and understanding of business matters."

RECRUITMENT

Visits to colleges, employment agencies, and advertising are
the methods used by Allis Chalmers Manufacturing Company, Continental Can Company, Incorporated, Johnson and Johnson, Rand McNally and Company, Swift and Company, and both anonymous replies. Bell and Howell Company has a cooperative agreement with various colleges. International Harvester Company selects promising trainees by visiting colleges. J. B. Simpson Company is embarking on a sales trainee program by contracting college students in their junior and senior year.

Advertising alone is used by the Chicago Tribune, the Chicago Sun-Times and Hotpoint, Incorporated. Hotpoint, Incorporated reinforces its selection techniques with aptitude tests.

The reply from Hart, Schaffner and Marx stated that the company makes extensive use of the selections and referrals of the Illinois State Employment Service.

AGE LIMIT

No age limit was stated by Allis Chalmers Manufacturing Company, Chicago Tribune, Chicago Sun-Times, The Richardson Company, and Swift and Company. Rand McNally and Company accepts trainees under twenty-four years only. Twenty-one to thirty is the age specified by Continental Can Company, Incorporated and International Harvester Company. Bell and Howell and the anonymous firms quoted age limits to thirty-five. Forty-five is the limit at Hotpoint, Incorporated.

LENGTH OF TRAINING

Five companies did not answer this question. They explained
that the programs are being modified constantly and the individual's background determines the amount of training period.

Both anonymous companies' programs last six to eight weeks. Rand McNally and Company has varying programs from three months to one year. One to two years in an informal program is the usual time at Allis Chalmers Manufacturing Company. Continental Can's program lasts one year for personnel trainees and five years for management aspirants. International Harvester provides a set curriculum for its Progressive Students Course plan of two years with two week's vacation at the end of each year. Bell and Howell's program varies, according to the trainees background and education, from one to three years.

YEAR THE TRAINEE PROGRAM WAS STARTED

Two programs were initiated thirty years ago, of which the International Harvester Company's plan has received much publicity since its inception in 1926. Bell and Howell started in early 1930; Rand McNally commenced its extensive trainee program in 1949. 1950 saw the beginning of the programs at Continental Can and Johnson and Johnson. One unidentified company started a trainee program in 1954. At the present both J. B. Simpson and Hart, Schaffner and Marx are considering accepting women as trainees. The remaining positive replies stated that an actual starting date could not be quoted as the programs came from a need for trained, specialized personnel and they have evolved slowly.
COMPANY EXPERIENCE WITH WOMEN TRAINEES

Allis Chalmers Manufacturing Company and Johnson and Johnson have not yet selected a woman as trainee. Bell and Howell wrote that "only one or two women have applied for these programs (management and scientific). Currently we have one young lady pending, who has applied for our engineering co-operative program."

Two other companies - the Chicago Tribune and the Chicago Sun-Times - did not have any figures available; while other firms enumerated only female personnel at present in middle or upper management positions with the company.

Complete information was received from the following companies:

Continental Can Company entered one hundred and eighteen women as management trainees. Six have completed the course and are working at present as department supervisors; five women still are participating in the trainee course. Fifteen women were accepted as personnel trainees; two have graduated, one is working at present as interviewer and the other as wage administrator. There are two more women personnel trainees in the course.

International Harvester Company, though it does not have a record of how many women were accepted in the trainee program, has graduated four women. One of them is with the company at present as Industrial Relations Manager of the New Orleans Twine Mills.

Four women have entered the various programs at Rand McNally and Company. Three have graduated and are still with the company
in the positions of Liaison to Production and Sales, Personnel Assistant, and Sales Correspondent.

Though one anonymous company does not have the number of women who have entered the program and completed it, thirty manufacturing supervisors who are graduates of the course remain with the company, another two are still in the program.

The second anonymous company has had one woman enter and graduate from its six weeks' trainee program. Presently she is working in sales promotion.

ADDITIONAL INFORMATION RECEIVED FROM THE QUESTIONNAIRE

International Harvester Company's comment "that in heavy industry particularly the odds are still against employment of women in managerial positions, particularly via training program route, because of the nature of the job assignments involved in such a program."

Mr. W. Reinhardt, Assistant Manager Industrial Relations of Rand McNally and Company said: "generally, marriage and the possibility of a family inhibits the broader type of program for training of women."

Richardson Company's correspondent felt that formal trainee programs often caused boredom and disinterest in aggressive and ambitious young people. He felt that his company's informal on-the-job training gave more satisfaction in seeing personal accomplishment on a completed task.

Finally, one unidentified questionnaire explained that
their sales trainee program (started in 1954) is being used as background training for employees hired for various phases of the business and is not confined to the training of sales personnel.
CHAPTER IV

SUMMARY AND CONCLUSION

From the replies to the questionnaires, it is apparent that women trainees are being considered or accepted in almost every variety of trainee program and in all industry groups, with the exception of furniture manufacturing, from which group no replies were received. Many of the missing questionnaires were sent to national concerns with large plants in the Chicago area, but whose employment practices may not be formulated at the division level. For example, no answer was received from such companies as United States Steel Corporation, General Motors Company, and the Aluminum Company of America. Ford Motor Company returned the questionnaire with a note that all such decisions as trainee programs are formulated at the headquarters in Dearborn, Michigan and advised the writer to contact the head office.

The number of women who have taken part in the trainee programs described in the sample is very small. An evaluation of the educational prerequisites is considered a key to the few female selections that had been made. Though a degree in liberal arts was cited by at least three companies, none of the women in the fields appear to have had that degree.

The most successful graduates, in as far as trainee programs
In the manufacturing industry are concerned, are women with college work in journalism or advertising; however, no exact figure of women in the field via trainee programs could be ascertained. This is a field in which women have played a roll for some time. The result of the questionnaire shows that the manufacturing industry in the Chicago Metropolitan area is tapping the womanpower which has long been used by non-manufacturing and civic enterprise.

The questionnaire shows that the second most represented trainee programs were for women with a degree in commerce or finance. Only four per cent of all female college graduates are known to earn this degree at present, therefore, only a relatively small number of women are available for these trainee programs. Graduates from this field have gone into banking for the past forty years. That the manufacturing industries in Chicago are now vying for this available womanpower is shown clearly by the replies of the questionnaire.

An interview with Miss Langley, president of the American Society of Women Accountants showed that women in commerce or finance are mostly working independently or in financial institutions. Miss Langley considered that the existing Chicago bank policies, freezing salaries of female workers on marriage, might

1

Women were found to be ten per cent of all managerial workers in banking and other financial institutions in 1950. Changes in Women's Occupations, 1940 - 1950. United States Department of Labor, Women's Bureau Bulletin No. 253. p.69.
make employment in manufacturing industry more attractive to career women.

The present great shortage of engineers has been expounded in newspapers and recruiting offices. The questionnaire shows that four women engineers have gone through trainee programs in the past and three are with the respective companies still. One questionnaire was returned with the comment, that though the company does not have a trainee program, it did employ a female research engineer and would be only too willing to hire more like her.

To reinforce these findings, the writer arranged an interview with Miss Murphy, secretary of the Society of Women Engineers, Chicago Chapter. Miss Murphy stated that at present women in engineering have no difficulty in finding job placements or trainee positions. However, Miss Murphy felt that the chance of including women in long range trainee programs was imperilled, due to the fact that the job tenancy of female engineering trainee was shorter than that of men, owing to marriage and family responsibilities. Nevertheless, the Society was getting increasingly more requests from the manufacturing industries for women engineering trainees.

Degrees in personnel, together with general experience in the field, were specified in four of the positive answers in the ques-

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As women in personnel and labor relations made up twenty-nine percent of all professional workers in that field in 1950, manufacturing industries are keeping in tune with the national picture.

Though not pinpointing exact college prerequisites, many of the trainee programs are in the field of department supervisors and sales promotion workers. These findings are in line with the latest study by the United States Women's Bureau, which showed an increase of two per cent from 1940 to 1950 in managerial workers in manufacturing industry.

My conclusions were discussed with Mr. B. Larks, Director of the Professional Placement Section of the Illinois State Employment Service. He agreed with my findings. It has been his experience in the placement of professional women in manufacturing companies that the opportunities are rather limited. On the other hand, he felt that more and more companies were bound to tap any source of available labor at the present time of extreme shortage of professional applicants. Mr. Larks underwrote Miss Murphy's opinion of the shorter employment span for young women; however, no recent study had been made by his office on that matter. He thought the greatest opportunities existed for older professional

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4 Ibid. (i.e. p.69.)
women when they reenter the labor market after having fulfilled their family obligations, rather than for trainees. Mr. Larks felt sure that some of the companies which had not returned the questionnaire did have trainee programs in management, in which women could participate, and he maintained that the opportunities for women trainees in manufacturing companies would be increasing as long as the demand for labor remains at the present level.

**Conclusion**

It was found that there are opportunities for women trainees in manufacturing in the Chicago Metropolitan area. Most of the companies contacted are looking for superior women to participate in trainee programs.

The sentiment of the heavy manufacturing industries, though they do not exclude women from trainee programs, is expressed by the correspondent from International Harvester: "in heavy industry particularly the odds are still against employment of women in managerial positions, particularly via training program route, because of the nature of the job assignments involved in such a program". Yet International Harvester has had women in its offices in positions of upper management since Sara Southall's time in 1925 and has pioneered in trainee programs for thirty years.

As a whole the electrical machinery industry (where a large proportion of employees are women) did not appear ready to embark on trainee programs for women. Out of eight replies only three companies in that industry had any provisions for trainees, and two of these were for men only.
According to the Women's Bureau, women's best opportunities in manufacturing are not as trainees, but when the professional woman reenters the labor market after thirty-five. This was implied also in the reply of Swift and Company, which is not training successors to the female personnel now in management positions, as the company feels that they will remain until retirement age.

The replies to the questionnaire did show that the manufacturing industries in the greater Chicago Metropolitan area are willing to tap womenpower for trainee purposes. Thirty-three percent of the companies with trainee programs stated that they will consider qualified women. That some of these companies had not yet selected a woman trainee may be due to the shortage of qualified women willing to apply.

The fact that only one or two women who had completed the trainee programs are presently employed in upper management is not necessarily discriminatory, but may reflect the relatively short duration of most of the companies' programs.

On the whole it can be concluded, that in the Chicago area any young woman, with the required scholastic background and personality, can find an opportunity as a trainee in manufacturing.

APPENDIX I

MAILING LIST AND CLASSIFICATION OF COMPANIES.

PRIMARY METALS OPERATIONS

Acme Steel Company
Aluminum Company of America
American Brake Shoe Company
American Steel Foundries
James B. Clow & Sons
Fansteel Metallurgical Corporation
Inland Steel Company
International Harvester Company
National Malleable & Steel Casting Company
Republic Steel Corporation
Revere Copper and Brass Company
Taylor Forge & Pipe Works
United States Steel Corporation
Youngstown Sheet & Tube Company

ELECTRICAL MACHINERY

Admiral Corporation
Appleton Electric Company
Birtmen Electric Company
Cook Electric Company
Hallcrafters Company
Hotpoint, Incorporated.
Kellog Switchboard & Supply Company
McGraw Electric Company
Motorola, Incorporated
Raytheon Television & Radio Corporation
Standard Coil Products Company
Stewart-Warner Corporation
Sunbeam Corporation
Western Electric Company, Inc.

NON-ELECTRICAL MACHINERY

Allis-Chalmers Manufacturing Company
Borg-Warner Corporation
Caterpillar Tractor Company
Combustion Engineering Inc.
Continental Foundry & Machine Company
NON-ELECTRICAL MACHINERY, continued

Foote Bros. Gear & Machine Corporation
Illinois Tool Works
Link-Belt Company
Miehle Printing Press & Mfg.
National Cylinder Gas Company
Pettibone-Mulliken Corporation
Victor Adding Machine Company
Yale & Towne Manufacturing Company

FOODS AND KINDRED PRODUCTS

Armour and Company
The Borden Company
Curtis Candy Company
The Glidden Company
Jewel Tea Company
Kraft Foods Company
Lever Brothers Company
Quaker Oats Company
Swift and Company
William Wrigley Jr., Company
Wilson and Company

FABRICATED METAL PRODUCTS

American Can Company
Belden Manufacturing Company
The Budd Company
Cesco Steel Products Corporation
Continental Can Company, Incorporated
Ekco Products Company
Pittsburgh Screw & Bolt Corporation
Pressed Steel Car Company, Inc.
Rheem Manufacturing Company

PRINTING AND PUBLISHING

Chicago American
Chicago Daily News
Chicago Sun-Times
Chicago Tribune
Cuneo Press, Inc.
R. R. Donnelly & Sons Company
W. F. Hall Printing Company
Rand McNally and Company
United Printers & Publishers, Inc.
TRANSPORTATION EQUIPMENT

Arnold Schwinn & Company
Diamond T Motor Car Company
Ford Motor Company
General Motors Corporation
Pullman Standard Car Manufacturing Company

CHEMICALS & PETROLEUM & COAL PRODUCTS

Abbott Laboratories
Argonne National Laboratory
The Richardson Company
The Sherwin-Williams Company
Standard Oil Company of Indiana

TEXTILES & APPAREL PRODUCTS

Hart Schaffner and Marx
Johnson and Johnson
B. Kuppenheimer and Company, Inc.
J. B. Simpson, Inc.
Society Brand Clothes, Inc.

PAPER AND PAPER PRODUCTS

A. R. Dick Company
United Wallpaper, Inc.
Wilson-Jones Company

INSTRUMENTS

Bell and Howell Company
Revere Camera Company

FURNITURE & FIXTURES

W. W. Kimball Company
Nachman Corporation

MISCELLANEOUS MANUFACTURERS

Johns Manville Products Corporation
The Florsheim Shoe Company
Arvey Corporation
General Outdoor Advertising Company
Hammond Instrument Company
Illinois Watch Case Company
Victor Manufacturing & Gasket Company
Wilson Sporting Goods Company
APPENDIX II

415 Fullerton Parkway
Chicago 14, Illinois
February 7, 1956

Attention: Director of Industrial Relations

Gentlemen:

As partial fulfillment of a master's degree in the Institute of Social and Industrial Relations at Loyola University, I am taking a survey of the opportunities for women trainees in manufacturing in the Chicago Metropolitan Area. The word "trainee" is used for those young workers who are put through a specific trainee program leading to a position in management.

The idea stems from two completely separate issues. The first is that for the past ten years women have constituted nearly one-third of the total labor force. They are known to hold more than half of all corporate investments; also, the labor market for professional workers has grown tighter than ever in Chicago. The second idea comes from a nation-wide survey taken by Radcliffe College in conjunction with Harvard University in 1951. Then, it was found to be the opinion of management that women did not fit into managerial positions at that time. Have there been any changes since then?

Attached is a simple questionnaire. Will you please be so kind as to fill in the answers. If you can give me a little more information, in answer to Question 10, about your company's policy regarding the hiring of women in middle or top managerial positions, as well as other policies pertaining to female workers and any other ideas or opinion you may have on the subject, I would be very grateful.

Thanking you in advance for your kind attention, I am

Yours very truly,

Charlotte Lessing

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# QUESTIONNAIRE

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<td>IX</td>
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BIBLIOGRAPHY


