

ABSTRACT OF THESIS

TRAINING NEEDS FOR
HOTEL AND RESTAURANT WORKERS

Submitted by
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In partial fulfillment of the requirements
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ABSTRACT OF THESIS

Since Atlantic City, New Jersey has the reputation of being the nation's number one convention city, as well as one of the most famous resort centers in the world, it is not surprising that the hotel and restaurant business is the city's most important and largest enterprise.

Although the city has an excellent system of public schools with vocational training offered in certain mechanical trades, dressmaking, beauty culture, and a small-scale course in chef and baker training, little has been done to provide training for the workers in the hotel and restaurant industry. One of the problems facing vocational educators in Atlantic City is the kind of program that should be set up to meet the needs of these workers. This study represents an attempt at a practical solution of the problem.

Problem

The problem of the study is, what units of vocational training should be organized for workers in the hotel and restaurant fields in Atlantic City, New Jersey?

Analysis of the problem.--1. What are the pay-roll jobs?

2. How many persons are employed in each job?

3. What is the annual labor turn-over in each job?

4. What are the employment requirements for each job?

5. In what areas do the hotel and restaurant owners or managers desire training to improve or prepare their workers?

6. What units of training (pay-roll jobs) in the above areas are considered most desirable by the hotels and restaurants for inclusion in a vocational training program?

In order to obtain data on this problem, 24 ✓ hotels and 50 restaurants in Atlantic City, New Jersey, were selected for a survey; two interview check sheets were developed, one for the hotels and one for the restaurants; each manager was interviewed and urged to give his personal opinions requested on the check sheets, as well as to fill out the statistical data.

SUMMARY OF HOTEL FINDINGS

Pay-roll Jobs

There were 146 pay-roll jobs in the hotels covered by the survey.

Number Employed in Each Job ✓

1. The total employed in the 24 hotels included in the study was 5,255.
2. The waiter and waitress group totaling 1,321 persons was more than three times as large as the cook and baker group which ranked second.
3. The maids, cleaners, and warewashers constituted almost one fifth of the total employed.

Proportion of male and female workers

1. About the same number of men and women were employed as waiters or waitresses.
2. The female sex predominated in the maid, cleaner, and laundry groups.
3. All of the bellmen, housemen, and elevator men were men.
4. A few women were employed in the front office as information clerks, mail clerks, typists, and stenographers.

Proportion of white
to colored

1. A little more than one third of the waiters and waitresses, and about one half of the maids were colored.

2. Relatively few cooks were colored.

3. The cleaners, dishwashers, bellmen, and elevator operators were predominantly colored.

4. All of the cashiers, the entire front office group, housekeepers, watchmen, and bartenders were members of the white race.

Beginners employed
each year.

1. The hotels indicated that beginners were employed in jobs where little or no training was required for employment.

2. Beginners were employed in rather sizable numbers as waiters or waitresses, bus boys, cleaners, laundry workers, elevator men, and maids.

Labor Turn-over

1. The majority of the hotels reported no turn-over in the Administration and General categories.

2. The turn-over among the food preparation group was relatively low.

3. On the other hand, in the food serving group, waiters and waitresses, bus boys, dishwashers,

glassware washers, and other similar jobs were reported high in turn-over by a considerable number of hotels. The same general situation was true in the laundry worker group.

4. There appeared to be a high relation between the rate of turn-over and seasonality of the job.

Employment Requirements

Minimum age

1. It is significant that the large majority of hotels required all workers to be 21 years of age or over.

2. A few employed secretaries and clerks from 18 to 20; some hired housemen at 19, and elevator men at 18. The tendency, however, was definitely toward more mature workers.

Education

1. The large majority of hotels wanted college trained men with some experience for managers and assistant managers.

2. About one half of the hotels employed workers for their housekeeping departments with only an eighth grade education, but the majority required previous hotel experience.

3. Most hotels preferred their bellmen and elevator men to be high school graduates with previous experience.

4. Very few required laundry workers to have more than an eighth grade education.

5. Most of the hotels hired eighth grade graduates for bus boys, porters, and warewashers.

Special physical requirements

1. A few hotel managers said they wanted their hostesses, waitresses, and waiters to have "good feet."

2. Many simply said they wanted their workers to be "normally healthy."

3. A New Jersey law requires each worker handling food to hold a food handler's license.

4. The large majority wanted all workers coming in contact with the hotel guests to have pleasant personalities.

Areas of Training That Should Be Provided

1. The managers were practically unanimous in listing food preparation and food serving areas for beginning workers.

2. One-fourth thought it would be desirable to provide training for experienced workers in these fields.

3. Twenty wanted training for beginning telephone workers.

4. The same number wanted training for their

supervisory personnel.

5. More than one half thought a training program for experienced workers in the Rooms area would be of value.

6. Two managers were of the opinion that a course in hotel administration in high school would meet the needs of beginning workers.

Units of Training That Should Be Provided

The leading units (pay-roll jobs) in which hotels thought school training should be given were waiters and waitresses, cooks, bakers, and telephone operators, in that order.

SUMMARY OF RESTAURANT FINDINGS

Pay-roll Jobs

There were 53 pay-roll jobs in the restaurants covered by the survey.

Number Employed in Each Job

1. The total number employed in the 50 restaurants included in the study was 3,117.

2. As was true in the hotel data, the waiter and waitress group was the largest. This group made up almost one half of the total number employed in all of the restaurants.

3. The second largest group was dishwashers. They made up about one fifth of all the workers.

Proportion of male
and female workers

1. Contrasted with the hotel data, the food serving jobs in the restaurants were filled much more predominantly by women. Out of 1,494 workers so employed less than 50 were men.
2. The cashiers were practically all women, while the porters and bartenders were all men.
3. All of the front office staff, excepting top management positions were women.
4. Dishwashers were practically all men.
5. A very small proportion of cooks, bus boys, and managers were women.

Proportion of white
to colored

1. There were less than 30 colored waiters and waitresses in the entire total of 1,494. Many of these were employed in colored restaurants.
2. The jobs of dishwasher, bus boy, and porter were filled almost entirely by colored workers.
3. There were a few colored cooks employed in the white restaurants in addition to those employed in the colored restaurants.

Beginners employed
each year

1. As was true with the hotels, beginners were employed largely in jobs requiring little or no training.

2. Dishwashers made up the largest group of beginners, comprising almost 10 per cent of the total employed.

3. Almost 10 per cent of the employed group were hired as beginning waitresses.

Labor Turn-over

1. The turn-over was high for bus boys, pot washers, and dishwashers.

2. It was fairly high for waitresses, porters, hostesses, and cashiers.

3. As with the hotel study, there appeared to be a high relation between turn-over and the seasonality of the jobs.

Employment Requirements

Minimum age

1. The majority of restaurants required cooks and other food preparation workers to be 21 years of age or over.

2. A relatively large number employed cashiers, bus boys, porters, pot washers, and other similar workers at 18.

3. A few hired sales girls, waitresses, and bus boys at 16 years of age.

Education

1. All of the top management positions, in-

cluding accountants required a college education.

2. The majority wanted their cashiers, hostesses, and waitresses to be high school graduates, in addition to having some previous restaurant experience.

3. Almost one half employed waitresses with an eighth grade education.

4. Many employed cooks with only an eighth grade education, although they were required to have additional special training or experience.

Special physical requirements

1. Like the hotels, most of the restaurants wanted their hostesses and waitresses to have "good feet."

2. A number asked only for "normal health."

3. Also like the hotels, they wanted hostesses and waitresses to have pleasant personalities.

4. As was pointed out previously a New Jersey law requires each worker handling food to hold a food handler's license.

Areas of Training That Should Be Provided

1. The large fields were food preparation and food serving for beginning workers.

2. Many thought training should be made available to experienced workers in these fields.

Units of Training That Should Be Provided

1. The restaurant operators were unanimous in listing training for the beginning waitress job.

2. All but one wanted training for beginning cooks and bakers.

3. One fourth wanted training for beginning cashiers, and a smaller number for hostesses.

COMBINED EMPLOYMENT IN HOTELS AND RESTAURANTS

1. Of the 8,372 workers employed in both the hotels and restaurants included in the survey, more than one third were waiters and waitresses. This job was predominated by women.

2. Dishwashers and cooks were the next largest groups of workers in that order. These were filled almost entirely by male workers.

3. Of the 714 persons employed as dishwashers, only 43 were women.

4. Of the 684 cooks and bakers, only 11 were women.

5. The combined groups of waitresses, cooks, and dishwashers made up slightly more than one half of the total employed in both hotels and restaurants.

6. About 58 per cent of the hotel workers were male, while in the restaurants the ratio was practically reversed with about 60 per cent being females. The combined proportion is almost even.

7. The city has a colored population of 20 per cent. The hotels employed about 39 per cent colored workers while the restaurants employed about 24 per cent colored.

IMPLICATIONS

1. Because of the size of the group in relation to the total number employed, the waiter and waitress group should be given first consideration if a hotel and restaurant training program is established.

2. There appears to be little opportunity for employment of colored persons for waiters and waitresses in any sizable number.

3. Most of the hotels and restaurants indicated the desire that training in food service be given in school.

4. There appears little justification for setting up a training program for dishwashers since the hotel and restaurant managers indicated that these jobs require little or no training.

5. While the cook and baker group constituted the third largest group of workers, this field of employment for women and colored workers appears limited.

6. The employers did not place much emphasis upon training for maids, bus boys, and cleaners.

11. The special physical requirements indicated that personality factors and interest in people must not be overlooked in selecting and preparing trainees for the positions where dealing with people is important.

12. It is safe to assume that the proportions of colored employees in hotel and restaurant work is not less than the proportion of the general population of the colored race in Atlantic City. It is true that most of the jobs held by members of this race were of a menial nature. With adequate training, it is possible that avenues might open leading to high positions.

13. The data indicate that most hotels and restaurants required workers in nearly all jobs to be experienced and 21 years of age or over. These requirements would seem to eliminate any program excepting extension classes for those already employed, or out-of-school, trade preparatory programs for beginning workers of an age eligible to meet the employment requirements.

14. There is a great need for cooks and bakers. Instruction for these trades might be offered in two ways: 1. Basic trade courses in the Technical High School on a regular high school basis; 2. An apprentice training program with related instruction provided by the Technical High School.

15. Even though the number of front office workers is relatively small, training should be provided

for this group, isasmuch as the basic skills and knowledge required by the hotels are common to almost any business. The present academic high school in Atlantic City now has a commercial course which should meet the basic needs.

16. If the experience requirement could be circumvented, there also might be trained high school graduates on a post-secondary school level in various jobs for whatever length of time needed for mastery.

17. The New Jersey law prohibiting the employment of minors under 18 in liquor serving establishments would undoubtedly prevent an instructional program involving work experience for minors under 18.

18. The actual study itself, however, was to determine the pay-roll jobs in which hotels and restaurants felt training should be given by the schools. These industries were not asked for their opinion concerning how the program could be organized.

Recommended units

As a result of the findings of this study, and with particular attention given to the suggestions of the hotel managers and restaurant operators, the following units are recommended for a training program that might be set up in Atlantic City by the public schools:

- In-school program
 - High school trade course
 - Cook
 - Baker

Sandwich man
Pantry worker
High school commercial course
Cashier
Stenographer
Clerk
Telephone operator

Out-of-school program - practical training
for beginning workers
Waiter and waitress
Chamber maid
Bellman
Front office jobs

Apprentice program
Chef and cook
Baker

Trade extension
Department head
Manager
Assistant manager
Chef and cook (refresher)

Suggestions for
further study

1. What are the practical aspects of setting up a post-high school training program for certain areas in the hotel and restaurant industries?
2. To what extent will restaurants and hotels cooperate with the school in providing facilities for practical training programs?
3. What are the legal aspects of employing minors on a school-work program?
4. To what extent will hotels and restaurants cooperate with the school in setting up a school-work program?
5. What support would hotels and restaurants

be able to give high school trade courses in cooking and baking?

6. What is the attitude of the hotels and restaurants regarding the establishment of apprentice training for cooks and bakers?

7. To what extent will the hotels and restaurants cooperate in arranging for experienced workers to take refresher or trade extension courses on company time?

8. What is the attitude of the labor union toward a training program?

9. What units should be given on an in-school basis; on an out-of-school basis; on a trade extension basis?

10. What should be the length of the training period for each pay-roll job?

T H E S I S

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August 1948

I HEREBY RECOMMEND THAT THE THESIS PREPARED UNDER MY
SUPERVISION BY C. E. HIGHLEN
ENTITLED TRAINING NEEDS FOR HOTEL AND RESTAURANT
WORKERS

BE ACCEPTED AS FULFILLING THIS PART OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF EDUCATION

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Permission to publish this thesis or any part of it
must be obtained from the Dean of the Graduate School.

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Chapter I

INTRODUCTION

Atlantic City, New Jersey, internationally advertised as the World's Playground, is a year-round resort with unusual facilities for the accommodation and amusement of visitors. The city has no large industrial enterprises, yet supports a permanent population of approximately 65,000 persons engaged primarily in the community's big industry of mass entertainment. Throughout the summer months the restaurants and hotels are crowded to capacity with resort visitors. During the remainder of the year many of the hotels and many of the restaurants are well populated both with casual visitors and with persons attending conventions. An average of three conventions a day met in Atlantic City during 1947.

The Boardwalk lines the beach for seven miles, much of it serving as a front for exclusive shops and retail stores. The largest building along this walk is Convention Hall which is one of the largest of its kind in the world. The main auditorium alone seats 42,000 people, with additional capacity for 8,000 persons in smaller meeting rooms; 250,000 square feet of space is available for exhibitors. The beach front on which

gather upwards of 300,000 bathers daily during the summer is a panorama of modern and beautiful hotels.

According to the Chamber of Commerce figures, Atlantic City is visited annually by 12,000,000 persons. To feed and house this large number of people the city has more than 200 restaurants, as listed in the classified telephone directory, and about 415 hotels. In addition, there are approximately 7,500 rooms in guest houses which range in size from two to twelve-room capacity.

In a study of employment by skill groups in Atlantic City made by the writer in April 1947, it was found that 19.8 per cent of all persons gainfully employed were in the hotel business while 7.3 per cent were employed in eating and drinking places.

Out of all the requests for workers, received by the New Jersey State Employment Service in Atlantic City, 75 per cent are from hotels and restaurants. During the peak period, June, July and August, they receive an average of 900 calls per month; 500 from hotels, 400 from restaurants. While they are able to fill 85 per cent of these calls, 30 per cent of the workers must be obtained from out of town.

Up to the present time the public schools of the city have done little to provide training for persons already employed, or for those who expect to become employed in hotels and restaurants. Although the recent

reorganization of the vocational program provides training for chefs and bakers, nothing was included which meets specifically the needs of the hotel and restaurant fields. (The courses currently offered are; auto mechanics, beauty culture, carpentry, chefs and bakers training, dress-making, industrial electricity, printing, and sheet metal work.) At the time of the reorganization, the need for training in hotel and restaurant work was recognized, but it was decided not to take action until additional study had been made of the situation.

The present study represents the attempt to determine the areas, and the units of training that should be included in a training program for hotel and restaurant workers in Atlantic City and vicinity.

The problem

What units of vocational training should be organized for workers in the hotel and restaurant fields in Atlantic City, New Jersey?

Problem analysis.--1. What are the pay-roll jobs?

2. How many persons are employed in each job?

3. What is the annual labor turn-over in each job?

4. What are the employment requirements for each job?

5. In what areas do the hotel and restaurant owners or managers desire training to improve, or to prepare their workers?

6. What units of training in the above areas are considered most desirable by the hotels and restaurants for inclusion in a vocational training program?

Delimitation.--This study has been limited to the pay-roll jobs in the hotel and restaurant fields. It was further limited to those workers classified as hotel and restaurant workers and did not include skilled mechanics and maintenance workers. The survey was limited to 24 hotels and to 50 restaurants.

The area of the study was confined to the corporate limits of Atlantic City, New Jersey.

Definitions.--The term pay-roll job as used in this study means the title of the job as it appears in the records of the hotels and restaurants in Atlantic City.

An area of training means a broad grouping of pay-roll jobs, such as food preparation, food serving, and other similar groupings.

A unit of training means a pay-roll job in a given area of training.

end

Chapter II

REVIEW OF LITERATURE

Only a meager amount of literature was found that related directly to the problem. The writer corresponded with both Cornell University and the University of Florida asking if any graduate had selected the problem of training hotel and restaurant workers. None had. These two Universities were selected because of the long-established hotel training course at Cornell, and because of the much publicized hotel training course being carried on at Miami, Florida.

A number of articles in the Journal of Home Economics, School Life, and other periodicals were found which related directly or indirectly to the problem. Many articles emphasized the great need for training that exists in hotel and restaurant work. One thesis on a co-operative program for occupational education in food service was found which reported on the employee-qualifications desired by employers in the food service industries, and on the labor turn-over in those industries.

Need for training

The October 19, 1935 issue of Newsweek (18), in reporting on the National Restaurant Association meeting,

mentioned one example showing the need for training in this field:

Restaurant owners listened daily to complaints about waiters who leaned on tables and bumped customers elbows. (19:30)

The size and importance of this field of employment was emphasized by Arthur (2), Research Specialist of the United States Office of Education. In the January 1942 issue of School Life he reported that there were 169,742 restaurants in this country, employing more than one-half million workers. They had a total volume of business in excess of two billion dollars and an annual pay-roll of more than one-half billion dollars. These figures were taken from the 1939 census of business.

Also, in calling attention to the volume of the restaurant business and the number of people served, the October 14, 1944 issue of Business Week (4) reported:

. . . an all-time high of 30 million guests spending five billion dollars in 147,000 restaurants in 1943. Breakage of chinaware during this period increased from the pre-war of 25 per cent to 50 per cent, due to fewer and less-skilled workers. (4:98)

Lusby (15), in 1942, said that the restaurant business had grown to the point where it was the leading outlet for farm products. This rapid increase in the number of eating establishments and in the number of workers employed in them has been accompanied by an increase in the problem of operation. One of the greatest

of these problems has been the training of restaurant sales personnel. Lusby reported that according to the United States Census of Business in 1939, the restaurant industry ranked third among the retail trades in the number of outlets, and sixth in the volume of sales. It was the only business except filling stations to show an increase in volume over 1929.

Arthur (2), in a study in 1942 which was previously quoted, pointed out that the sales person has a closer contact with customers than any other employee, and that customers judge their standards of a restaurant largely by the appearance, attitude, and actions of the sales personnel. Consequently, it is essential that this group of workers receive adequate training for their duties.

An article in the April 5, 1947 issue of Business Week (20), discussing the relation between training and rising costs in the restaurant field said:

So far the restaurant business which more than tripled during the war has shrunk only a little below its wartime peak. Last year, restaurants served close to 60 million meals a day, compared with 65 million daily during the war years. Only the luxury restaurants and the top-priced hotel dining rooms up to now have felt the slump that has hit the entertainment spots.

Restaurant labor costs now take from 35 to 40 per cent of total costs instead of 25 per cent as they used to.

Since prices much higher than today's can

only bring lower volume, practical restaurant men see as their sole hope in combating high prices more efficient management, streamlined and standardized operations, new labor and time-saving equipment, and better trained employees.

Worst of all shortages is labor, despite increased wage rates. The industry is urging high school vocational training courses and training programs financed with Federal aid to help them recruit and train a higher type of employee. (21:30)

Hines (11), in the April 26, 1947 issue of The Saturday Evening Post telling of his travels all over this country looking for good places to eat, expressed the opinion that two thirds of all cafes and restaurants should be padlocked in the interest of public safety. He would require by law that cooks and other restaurant employees take recognized courses in cooking, food chemistry, and sanitation before they could be employed in eating establishments. He pointed out that those who prepare and serve food should be as carefully trained and as rigidly certified as are other groups upon whom the public welfare depends.

Cushing (5) believes that the psychological phases of serving food to customers in eating establishments have received too little attention. She contends that whether customers return for future meals depends primarily on the quality of the food served and the prices charged. The pleasantness of the occasion and the absence of certain psychological irritants are also

important considerations, she believes, in building up business and in holding customers. She grouped the "pet peeves of the diner-out" under; recognition of the customer, personal hygiene of the workers, place setting, attitudes, and meal service. The assumption was that adequate training of restaurant personnel could overcome these irritants.

Pay-roll jobs

According to the United States Employment Service (23), in 1938, there was a total of 312 pay-roll jobs in the hotel and restaurant fields classified strictly as hotel and restaurant work. Of these 151 were in the food preparation department: 58 in the food serving department; 28 in the front office department; 39 in the housekeeping department; and 36 in the service department. This represents an exhaustive list of pay-roll jobs in the hotel and restaurant business. Undoubtly not all of them would be found in any given establishment.

The complete list is given below:

1. Food Preparation Department
 - Baker
 - Bread baker
 - Baker helper
 - Baker porter
 - Breakfast cook
 - Broiler cook
 - Broiler
 - Broiler man
 - Butcher helper
 - Cellarman
 - Wine clerk

Stockman
Chef
 Head cook
 First cook
 Chief cook
Chef-steward
Chicken and fish butcher
 Chicken and fish cleaner
 Chicken and fish man
 Chicken picker
Coffee man
 Coffee maker
 Coffee urn attendant
Cook
 Chef assistant
 Working cook
 Second cook
Cook apprentice
Cook helper
Cooks' waitress
Dessert cook
 Dessert maker
 Pastry cook (desserts)
Dinner cook
Dishwasher (hand)
Dishwasher (machine)
Executive chef
 Managing chef
 Chef de cuisine
Fry cook
 Entre metier
Garbage man
Garde manger
 Cold meat man
 Cold meat cook
 Cold meat chef
 Chef garde manger
Garde manger assistant
 Cold meat man assistant
 Cold meat chef assistant
Glass washer
Head silver man
 Silver steward
Ice cream maker
 Ice cream man
 Ice cream cook
Ice man
Incinerator man
Inside steward
 Steward assistant
 Floor steward

Kitchen steward
Kitchen helper
Cook helper
Kitchen hand
Kitchen man
Kitchen porter
Scullery maid
Kitchen fireman
Yardman
General utility man (kitchen)
Swing boy
Kitchen manager assistant
Junior dietitian
Kitchen supervisor
Kitchen manager
Kitchen runner
Runner
Errand boy
Service man
Meat butcher
Butcher
Meat cutter
Oysterman
Shucker
Pantryman or pantrygirl
Saladman or saladgirl
Saladmaker
Serviceman or servicewoman
Pantry supervisor
Head pantryman or pantrygirl
Head saladman or saladgirl
Head saladmaker
Pastry chef
Pastry cook
Pastry baker
Pastry man
Pastry cook helper
Pastry helper
Pastry baker helper
Bakeshop cleaner
Pie maker
Pie baker
Pie cook
Pie chef
Pie man
Pastry cook (pies)
Pot washer
Purchasing agent
Purchaser
Food buyer
Roast cook

Range cook
 Rossetier
 Roundsman
 Rounds cook
 Swing cook
 Swing chef
 Relief cook
 Relief chef
 Tournant
 Sandwich man
 Sandwich maker
 Second cook
 Sauce cook
 Saucier
 Chef saucier
 Short order cook
 Assistant cook
 Special cook
 Order cook
 Silver man
 Silver cleaner
 Silver polisher
 Soup cook
 Sous chef
 Chef assistant
 Under chef
 Executive chef assistant
 Supervising chef assistant
 Steam table attendant (restaurant or hotel)
 Steward
 Head steward
 Chief steward
 Storeroom man
 Storekeeper
 Vegetable cook
 Vegetable preparer
 Vegetable man
 Vegetable girl

2. Food Serving Department

Bar boy
 Bar porter
 Bar runner
 Bar waiter
 Bartender
 Drink mixer
 Beverage dispenser
 Bus boy or girl
 Car server
 Car hop (curb service)
 Cashier

Cashier girl
 Catering manager
 Maitre D'Hotel
 Counter supervisor
 Head counterman
 Head counter-attendant
 Counterman or countergirl
 Counter waiter
 Counter attendant
 Floor girl (cafeteria)
 Waitress (cafeteria)
 Table girl (cafeteria)
 Floor service girl (cafeteria)
 Maid (cafeteria)
 Food checker (cafeteria)
 Food checker (hotel dining room or restaurant)
 Food tabulator (cafeteria)
 Multicounter operator
 Head bartender
 Head bus boy or girl
 Head waiter
 Head waiter (room-service)
 Hostess
 Head waitress
 Raw-bar man
 Relish girl
 Restaurant or coffee shop manager
 Dining room manager
 Room-service waiter
 Soda dispenser
 Fountain dispenser
 Fountain man
 Soda clerk
 Soda fountain manager
 Head dispenser
 Head soda-man
 Steam table attendant
 Steward
 Head steward
 Chief steward
 Tray washer
 Waiter captain
 Waiter (formal)
 Waiter or waitress (informal)
 Water girl
 Wine steward

3. Front Office Department
 Credit manager
 Floor clerk
 Front office cashier

- Room cashier
- Hotel cashier
- Front office manager
- Office manager
- Guest history clerk
- House officer
- House detective
- Special officer
- Information clerk
- Key clerk
- Mail clerk
- Reservation clerk
- Room clerk
- Room salesman
- Room clerk (general)
- Day clerk
- Desk clerk
- Front clerk
- Hotel clerk
- Sales manager
- Sales promotion manager
- Business promotion manager
- Promotion manager
- Tube clerk
- Tube station attendant

4. Housekeeping Department

- Bath maid
- Cabinetmaker
- Carpet sewer
- Chambermaid
- Room maid
- Curtain man
- Houseboy (curtains)
- Furniture polisher
- Polisher
- Furniture upholsterer
- Head houseman
- Head seamstress
- Housekeeper
- Executive housekeeper
- Housekeeper assistant
- Houseman
- Hallboy
- Inspectress
- Linen-room houseman
- Linen man
- Linen-room man
- Linen boy
- Linen-room boy
- Linen distributor

Linen-room chute man
 Linen-room supervisor
 Linen-room head
 Linen-room woman
 Linen-room girl
 Linen clerk
 Linen maid
 Lobby porter
 Parlormaid
 Mezzanine maid
 Porter
 Seamstress
 Sewing-room girl
 Wall washer
 Window washer

5. Service Department

Baggage porter
 Baggage man
 Porter
 Bell captain
 Head bellboy
 Bellboy
 Bellman
 Bellhop
 Chauffeur (parking lot)
 Check-room girl or man
 Hat check girl
 Hat checker
 Delivery boy
 Doorman
 Footman
 Elevator operator (passenger)
 Elevator operator (service)
 Elevator operator (freight)
 Elevator starter
 Elevator dispatcher
 Head chauffeur (parking lot)
 Head hat checker
 Check-room manager
 Head porter
 Head baggage porter
 Head baggageman
 Transportation clerk
 Package clerk
 Parking lot attendant
 Receiving room clerk
 Head porter
 Storage-garage attendant
 Storage-garage manager
 Superintendent of service

Valet
Washroom attendant

Grossman (8), in the January 1938 issue of Occupations Magazine, gives a much less expansive list of jobs in the hotel and restaurant fields:

1. Kitchen
 - Dishwashers
 - Bakers
 - Chefs
2. Bar Jobs
 - Bar boys
 - Bartenders
3. Front Jobs
 - Doorman
 - Elevator operators
 - Bellman
 - Bell captains
 - Managers
 - Personnel managers
4. Dining Room
 - Bus boys and girls
 - Counter women
 - Waiters and waitresses
 - Food checkers
 - Hat and coat checkers
 - Cashiers
 - Captains
 - Hostesses
 - Head waiters
5. Housekeeping Jobs
 - Bath maids
 - Chamber maids
 - Housekeepers

Number employed in
each job

Byrne (3), in 1936, reporting on a survey of employment in hotels and restaurants, estimated that the number employed in both service industries in 1933 was

between one and one-quarter and one and one-half million workers. Of this total, approximately one-third million were employed in hotels. Since Business Week (20), in 1947, reported that the restaurant business had more than tripled during the war and at that time had shrunk only a little below its wartime peak, the number employed in restaurants at the present time might be approximated at three million; the number employed in hotels is now probably just under one million workers.

In a study made by the writer (9), it was estimated that during March of 1947 there were 7,615 persons employed in hotel work, and 2,870 persons employed in eating and drinking places in Atlantic City, New Jersey.

Neither the research literature nor the local study provided a breakdown of the number employed in each pay-roll job.

Annual labor turn-over
in each job

Kellar (13), in 1940, in a study of the food service occupations in Springfield, Illinois, found that the labor turn-over for the previous year in the 46 establishments covered by her survey was 147 per cent.

This contrasts sharply with one of our more stable industries. In reporting on an analysis of labor turn-over in the rubber industry, the April 1941 issue of the Monthly Labor Review (14) said that the turn-over in

1940 was 32.88 per cent. This study covered approximately 50 per cent of all workers employed in the rubber industry.

It is rather significant that Gordon (6), in a study of employment in 1945, found that the labor turn-over in private ship yards in the United States during 1939 was 31.1 per cent. When the impact of war production began to be felt in 1940, the turn-over jumped to 68.7 per cent. In 1944 it rose to 114.2 per cent. In commenting on this sharp increase the report pointed out that:

It should be recognized that one of the conditions which made it possible to recruit so many people during the war who normally do not work for hire, was that they were also free to quit. A higher quit rate than in peacetime is, therefore, the arithmetic corollary of an expanded labor force. (6:8)

A comparison of the labor turn-over in the food service industries with that in the rubber and shipyards shows that in 1939 when both the shipyard and food service studies were made, the turn-over in the foods was more than four times greater. Even with the impact of war production that the shipyards were beginning to feel in 1940, their turn-over was still less than one half of that in the food service industries. It would seem logical to assume that this high rate of turn-over could be reduced with a training program planned to fit the needs of workers in this field.

Employment requirements

Pitkin (19), writing in the May 1936 issue of Rotarian, said that young men and women who expect to be successful in the hotel business should have at least a high school education or its equivalent; in addition they should have a knowledge of both theory and practice in the techniques of the cook, waiter, telephone operator, painter, bellboy, doorman, and other hotel workers. He pointed out that for the most profitable opportunities in the field, it was necessary to have considerable technical training and much practical experience.

In discussing what the hotel expects of the college-trained apprentice, Himmelman (10), in 1936, believed that hotels and restaurants should improve their personnel by bringing into the business a few specially trained people who expect to make the hotel or restaurant business their profession and who have higher ideals of public service than those who just happen to start working in a hotel or restaurant. To this latter group, the business furnishes merely a job. He listed the following qualifications of those going into those fields:

1. Pleasing personality
2. Good appearance
3. Poise
4. Ambition
5. Versatility
6. Good character
7. Willingness to work long hours
8. Ability to cooperate with others
9. Ability to think of several things at once

(10:615)

Grant (7), in April 1939, reported that poise, neatness, cleanliness, personal appearance, personality, and a well-groomed appearance were the qualities most stressed in selecting students for the restaurant and cafeteria course given at the Murrell Dobbins Vocational School in Philadelphia. In addition, they must pass an intelligence test and be graduated from the junior high school. After being accepted, the students were given a medical examination which was necessary to obtain a food handler's license.

Grant (7) further emphasized that:

. . . the element of personal contact is of vital importance to anyone contemplating entering this field of work. The possibilities for advancement are conditioned to a very great extent by the personality of the individual.

(7:119)

The October 6, 1941 issue of Newsweek (21), reporting on the hotel and restaurant training program sponsored jointly by the Florida Vocational Education Department and the Dade County Schools, said that the waitresses admitted to the school must be young and between 110 and 140 pounds; housemen were allowed up to 195 pounds if not concentrated in a prominent waistline; front office candidates had to have a high school diploma. All students had to have the hotel man's three indispensables; good eyes, good ears, and good feet.

In the December 1945 issue of Practical Home

Economics, Macfarlane (17), Educational Director of the National Restaurant Association, described the restaurant apprentice training program that was set up by the National Restaurant Association in cooperation with a number of restaurants that were nationally known for their fine food. She listed the following qualifications that were required of all trainees entering the program:

1. B. S. degree--major in institutional management
2. Average or above, grades
3. Qualities of leadership (must have shown) in school
4. Pleasing personality
 - Good health
 - Good appearance
 - Poise
 - Confidence
 - Good voice
 - Emotional stability
 - Good character
5. Must have genuine interest in high standard of food
6. Must like and be able to work well with different types of people
7. Must have executive potentialities
8. Must have ability to work well with her hands
9. An aptitude for evaluating details and in making decisions
10. Some ability in mathematics (18:276)

Kellar (13), 1940, whose study of the food service industry has been previously quoted, interviewed the proprietors of 46 food service establishments in Springfield, Illinois, to learn the desirable traits for food service employees. She found that some of the characteristics most desired by employers included attractiveness, use of good English, ability to make change, courtesy, understanding, eagerness to learn, initiative,

and trustworthiness.

In a bulletin of occupational information published in 1938 by the United States National Youth Administration of Illinois (24), some of the qualifications for various jobs in hotel management were listed as follows:

Hotel Management
 Business ability
 Leadership
 Ability to think clearly
 Loyalty
 Trustworthiness
 Ability to work with people
 Neatness and good grooming

Hotel Maintenance
 Good judgment
 Efficiency
 Food management
 Dependability
 Tact and politeness
 Neatness
 Good health
 Pleasing personality
 Promptness
 Poise
 Ability to perform skills
 Eagerness to please

(25:15)

Areas of training

Himmelman (10), 1936, in a study previously reported, in discussing a course of study for hotels and restaurants, recommended that practical and experienced hotel and restaurant operators and managers be consulted to determine what areas should be included in such a course. He believed that the following areas should be stressed:

1. Preparation and serving of food--since in this business food must be sold at a profit, and not as a matter of trying to serve a certain number of people at so much per head.
2. Financial matters
3. General business practice and a knowledge of accounting
4. Knowledge of building maintenance
5. Fundamentals of heating plants
6. Electrical machinery
7. Plumbing
8. Advertising and promoting new business
9. Attitude toward other employees (10:615)

Pitkin (19), previously quoted, in discussing training for hotel workers, was of the opinion that correspondence school training was useful only to active workers in the field. It was worthless to beginners.

The October 1938 issue of School Life (12) told of a teacher-training experiment in a large hotel in Atlantic City, New Jersey. The hotel department heads were shown how teacher-training was carried on for foremen in other businesses. A series of demonstrations then brought out how a similar course could apply to the hotel industry. This was followed by an analysis of the jobs in which hotel employees might appropriately be given training, such as personnel work, food serving, bellmen, housekeeping, laundry work, and food control.

The object of the course was to train department heads so that they could in turn train better the employees in their own departments. The program was intended not only to train prospective workers in the various hotel departments, but also to upgrade workers

already on the job. The program proved so successful that it was planned to extend it to department heads in other large hotels, and to groups of department heads in the smaller hotels.

It must be pointed out that the plan of extending the teacher-training program to other hotel departments was not carried out. Nine years later, however, in 1947 the author gave a Job-Instructor Training course for department heads of one of Atlantic City's largest hotels.

Arthur (2), in an article in the January 1942 issue of School Life, pointed out the timeliness of the bulletin, Training Restaurant Sales Personnel, which was prepared in cooperation with the National Restaurant Association and the United States Office of Education. This bulletin was the outcome of a conference of representatives of the education committee of the National Restaurant Association, State Supervisors of Distributive Education, and the vocational services of the Office of Education, Washington, D.C., in February 1941. The conference was called to consider the need for training in the restaurant industry, the scope and nature of a training program, and the steps to be taken in forwarding the development of such a program.

The publication, which was intended as a teacher's manual for instructors of training classes for restaurant operators and employees, covered the

following topics:

1. Fundamental knowledge of the restaurant business
2. Preparing for and getting a job
3. Getting along on the job
4. Analyzing the job
5. Habits of work
6. Fundamental knowledge of food
7. Preparation of food
8. Food products standards
9. Gaining customer's good-will
10. Taking the customer's order and serving him
11. Building up satisfactory business relationships (2:123)

Macfarlane (16), in the May 1944 issue of the Journal of Home Economics, reported that the University of Chicago had entered into an agreement with the National Restaurant Association for the development of research and educational work on food and restaurant administration. A restaurant administration major would consist of graduate courses in the School of Business that would lead to a master's degree in business administration. She pointed out that many successful restaurant operators who had learned the business the "hard way" wanted a university course in which the fundamentals of restaurant administration would be taught to future executives of the industry. The operators realized that restaurant management does not stop with a scientific knowledge of food and nutrition; that it is a complex business and is becoming more so all the time. She emphasized that the restaurant executive of the future must be a business administrator as well as have a thorough knowledge of foods.

Although the last study quoted dealt with training on a college level, nevertheless, what is occurring in the development of training programs for hotel and restaurant workers on any level should have a bearing on the setting up of a program to fit the needs of the entire industry in Atlantic City, New Jersey.

Units of training

In reporting on the restaurant and cafeteria course at the Murrell Dobbins Vocational School in Philadelphia, Grant (7), in a magazine article previously mentioned, said that the beginners learned table service and the fundamentals of quantity cooking. The advanced students prepared the faculty luncheon and managed the faculty dining room. The menu consisted of soups, salads, sandwiches made to order, and desserts. Each student worked at one assignment for two weeks and then rotated to another assignment. The course was designed to give a well-rounded training to develop special capacities of the students and at the same time help them determine in what kind of restaurant or cafeteria work they would be most efficient.

Grant (7) said that the dining room laboratory gave actual experience for hostesses, waiters, bus boys, and cashiers. Each waiter and waitress had one square and one round table. The course was planned in units

which enabled each student to advance at his own rate of speed. Each kept his own progress card and worked until his product reached the desired standard.

Arthur (1), in reporting on the hotel and restaurant training program in the north Adirondacks in the May 1941 issue of School Life, said that the program was offered in two parts--a preliminary course carried on in several communities at the same time, and a practical course carried on in one center where all students were given actual hotel experience in a hotel.

The main purpose of the preliminary course was to provide the basic knowledge and fundamentals of hotel service. The course was offered on a part-time basis, classes meeting from 4:00 to 6:00 p.m., five days per week, for a total of 24 sessions. Students for the course were drawn from out-of-school groups. Home economics teachers, hotel managers, physicians, beauticians, chambers of commerce representatives, and others, lectured on phases of their respective fields with which hotel service workers are concerned.

The practical course was given at Lake Placid, the hotel cooperating by providing supervised work experience for the trainees. This course covered a ten-day period. During the day students worked as waiters, waitresses and chamber maids. In the evening they discussed, compared, and evaluated procedures, methods, and

techniques used in their supervised work experiences, or heard talks on pertinent topics by guest speakers.

The October 6, 1941 issue of Newsweek (21), told of a hotel and restaurant training program, sponsored jointly by the Florida Vocational Education Department and the Dade County Schools, for the purpose of providing a staff of partially trained workers for the 500 hotels in Miami, Miami Beach, and Coral Gables. The enrollment in the school included waitresses, housemen, and front office workers.

Under the supervision of veteran hotel managers, the students learned how to operate a hotel by pretending they were doing just that. In the Miramar Hotel in Miami, closed for the off-season and loaned to the school, they took turns as "guests" and "staff." The guests arrived at the front door with "prop" baggage, were ushered to the desk by the bellmen and assigned rooms by the room clerk. Once settled they kept the phones and the information clerks busy with requests for theater tickets, and for directions to places of interest. When they requested ice they were given a substitute in the form of aluminum-painted wooden blocks. In the dining room waitresses served the guests wooden grapefruit, rubber bacon, and plaster eggs. Next day the guests became the staff and the process was repeated.

The course required from four to 10 weeks.

All of the hotel associations within the area cooperated with the school in employing the graduates.

Grossman (8), in 1938, discussing the jobs in the hotel and restaurant fields, said that training programs for hotel and restaurant workers had not kept pace with the development of the food service industry and that most of the existing reputable courses were beyond the means of the average worker.

Many courses in food preparation and service, however, were being offered at that time. Pratt Institute had a complete course in cafeteria training. Cornell University's Department of Hotel Administration offered a four-year curriculum leading to a bachelor's degree in hotel administration. They also offered special summer courses intended primarily for workers already in the field. The course was endorsed by the American Hotel Association, as were the programs at Michigan State College, State College of Washington, and the diploma course at Tuskegee Institute. Scattered here and there were individual enterprises offering training to prospective bartenders, waiters, cooks, and similar workers.

Grossman (8) found that courses in cafeteria work were being added to the public school curriculum in all parts of the country. Schools in New Orleans, in Los Angeles, and Oakland, California, were offering trade courses in both kitchen and dining room work. In February 1938,

New York City opened the first vocational high school devoted exclusively to the food trades.

Implications.--1. There is a great need of vocational training for workers already employed and for those who expect to become employed in the hotel and restaurant fields.

2. Practical restaurant operators are looking to the schools to help them recruit and train a higher type of employee.

3. Public safety demands that persons who prepare or serve food be as carefully trained and as rigidly certified as are other groups upon whom the public health and welfare depends.

4. The training of hotel and restaurant workers has not kept pace with the growth of the food service industry. Workers in these fields have not been receiving training in the public schools commensurate with that made available to other business and industrial groups.

5. The rate of labor turn-over in the food service industries appears to be much higher than in some of our industrial groups. It would seem reasonable to assume that a well organized training program for workers in these fields would appreciably reduce the rate of turn-over.

6. There seems to be rather general agreement that a pleasing personality, neat and well-groomed

appearance, poise, and the ability to get along well with other people are some of the essential employment requirements for those who expect to be successful in the hotel or restaurant business.

Chapter III

METHODS AND MATERIALS

In order to obtain data on what units of vocational training should be organized for workers in the hotel and restaurant fields in Atlantic City, interview check sheets were developed, one for the hotel survey, and another for the restaurant survey. 1/

In developing the check sheet for the hotel survey, a list was made of all the pay-roll jobs that one would expect to find in a very large hotel. This was checked against the list of pay-roll jobs in hotels and restaurants published by the United States Employment Service (23) in 1938 to make sure that all departments and all pay-roll jobs were included. It was then checked against the list of pay-roll jobs of the largest hotel in Atlantic City, adding a few names that appeared on the latter list but not on the list published by the United States Department of Labor and eliminating all others that were not on the list submitted by the hotel. The corrected list of pay-roll jobs was submitted to the hotel before being printed.

In developing the list of pay-roll jobs for the

1/ See Appendix A and B

restaurant check sheet, a list of pay-roll jobs was obtained from one of the largest and most modern restaurants in Atlantic City. This was checked against similar lists from two other large restaurants in the same area. The final list was checked by all three of the restaurants from whom pay-roll lists were obtained to make certain that all pay-roll jobs were included on the check sheet that would be found in any of the restaurants to be surveyed.

Before starting the survey, the Executive Secretary of the Atlantic City Chamber of Commerce, the President of the Atlantic City Hotelmen's Association, and the President of the Atlantic City Restaurant Association were interviewed. The real objective of the study was explained--that of setting up a training program by the public schools to provide training for workers already employed or who expect to become employed in the hotel and restaurant fields. Their approval and cooperation in carrying on the survey were requested. All of these officials were enthusiastic in their approval of the plan and readily agreed to do everything possible to help carry out the study. In looking over the check lists, they suggested that some additional data be requested in both the hotel and the restaurant forms. After considerable discussion as to the best means of carrying on the survey and of getting the cooperation of the individual

hotels and restaurants, it was agreed that the President of the Hotelmen's Association would present the plan to his group at the next meeting and ask for their full cooperation in giving the interviewer all the information requested. He further agreed to send letters to all members who might be absent at that meeting. Since the Restaurant Association lacked the close organization of the Hotel group, it was decided that the President of that organization give the interviewer a letter of introduction to be presented at the time of the interview. In this letter the President explained the purpose of the study, pointing out the benefits that should come to each restaurant and urged that it be given whole-hearted cooperation.

All of the interviews for the hotel survey, and more than half of the restaurant interviews were made by the writer; the remainder of the restaurant interviews were made by the Placement Officer of the Technical High School of which the writer is the Principal.

Since much of the data requested on the check sheet was of a statistical nature, it was necessary to leave the form with the owner, manager, or personnel manager to be completed by the auditor. A second call was made to check the completed form and to discuss the three special questions which the managers were asked to answer personally. In a number of cases it was necessary

to make a third and even a fourth call to get some data that had not been filled in by the auditor.

In analyzing the completed check sheets, several points were found that might have been strengthened. The check sheets did not ask if the hotel or restaurant owners or managers thought that the training should be given on the job or in the school. The owners or managers were not asked whether or not they would cooperate with such a program if one were set up; they were not asked if they would employ graduates of such a program. In asking for the labor turn-over in each pay-roll job, the check sheet provided for the information to be recorded as None, Medium, or High. A more accurate figure might have been obtained if this information had been requested on a percentage basis.

These apparent weaknesses, however, were not as serious as they first seemed. Many of the owners and managers interviewed were so enthusiastic about the plan to establish a training program for hotel and restaurant workers that they readily offered to cooperate with the school in setting up the program. Such an offer of cooperation may be interpreted as a willingness to employ graduates of such a program. In two instances hotel managers, in the space provided for REMARKS, expressed the opinion that the bulk of the training should be given on the job, with a hotel administration curriculum set up

to provide a basic course in hotel and restaurant operation.

A total of 26 hotels was selected for the survey. They were taken from the hotel list obtained from the Chamber of Commerce and included most of the larger hotels in the city; completed check sheets were obtained from 24 hotels. A total of 55 restaurants was selected for the survey in that field. This list was made up in part from the classified section in the telephone directory; others were added at the suggestion of the President of the Restaurant Association. Completed check sheets were obtained from 50 restaurants.

At first it was intended to include only the larger restaurants in the survey. Since, however, Atlantic City has a relatively large colored population, it was decided to include a number of restaurants owned and operated by Negroes. Many of these were small establishments. In order to balance these with small restaurants owned and operated by members of the white race, a few of this latter type were included in the study.

In order to give a better picture of the extent of the study, from the standpoint of the size of the establishments, two tables are given below--one showing the sizes of the hotels by the number of rooms, the other showing the sizes of the restaurants by the number of seats.

Table 1.--ROOM-RANGE OF THE 24 HOTELS SURVEYED

Number of Hotels	Room Capacities		
1	75	to	100
1	100	to	200
6	200	to	300
8	300	to	400
4	400	to	500
2	500	to	600
1	600	to	700
1			1000

Table 2.--SEATING-RANGE OF THE 50 RESTAURANTS SURVEYED

Number of Restaurants	Seating Capacities		
8	20	to	30
8	30	to	60
6	60	to	100
13	100	to	150
6	150	to	200
2	200	to	300
2	300	to	400
1	400	to	500
1	500	to	600
2	600	to	700
1			3000

Chapter IV

FINDINGS

Atlantic City, New Jersey, has long had a fine system of public schools. The students from the academic high school who go to college, and a relatively high percentage of them do, rank high scholastically in their respective colleges and universities. The vocational program has for some time provided training in certain mechanical trades as well as in dressmaking and beauty culture. The schools have done little, however, to provide training for the hotel and restaurant industry on which the very life of the city depends.

The evidence shows a definite need of training for workers in these fields. Twenty-eight per cent of all gainfully employed persons in the city work in either the hotels or restaurants. Of all the calls for workers received by the Atlantic City office of the New Jersey State Employment Service, 75 per cent are from the hotels and restaurants. During the peak period of the resort season an average of 900 calls per month come from these establishments. While the Employment Service is able to fill approximately 85 per cent of these requests, 30 per cent of the workers must be obtained from out of town.

A study of the literature in this field revealed similar conditions all over the United States. While there has been an increase in training opportunities for workers in the food service industries in recent years, these opportunities have not kept pace with the tremendous growth of this huge business. Problems of operation have multiplied. The provision of training for workers already employed and the training of prospective recruits for the hotel and restaurant field should do much to solve some of the problem.

The hoped-for outcome of the findings of this study is the justification for establishing an extensive hotel and restaurant training program in the public schools of Atlantic City, with indications regarding the way that such a program should be set up.

In order to obtain first-hand and realistic information about the situation, local hotels and restaurants were studied for their needs and their opinions regarding every aspect of the problem.

Findings of Hotel Survey

Pay-roll jobs

The 146 pay-roll jobs included in this survey covering the hotel industry are listed in Table 3. Only three job titles listed on the check sheet, food tabulator, powder room attendant, and tennis professional, were not checked by any of the hotels as having anyone employed in

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		18	19	20	21 & over
Administration and general											
Manager's office											
Manager	39		24	24							24
Secretary	35		23	21	2			1	1	2	19
Accounting											
Chief accountant	21		21	20	1						21
Assistant accountant	13		12	12				1		1	10
Paymaster	24		19	17	3			1			19
Income auditor	8		6	6				1			5
Clerk	34	5	13	9	8	1	10	3	1	2	12
Secretary	5		5	3	2			1	1	1	2
Front office bookkeeping											
Cashier	52	1	21	18	4	1					22
File clerk	12	3	4	3	1	2	7	1	1		4
Night auditor	31		21	16	5		3				20
Timekeeper	33	1	14	11	4		3				15
Receiving clerk	10		8	5	2		3				7
Locker attendant	5	1	2	1	2		5	1			3
Nurse	2		2	1							2
Rooms											
Assistant manager	25		18	19							12
Room clerk	58	4	18	19	2		4				22

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age		
		Yes	No	None	Medium	High		18	19	20 over
Information clerk	20	2	8	4	5		10			1 9
Mail clerk	13		7	4	3		7		1	1 4
Circuit operator	20	2	6	4	4		3		1	1 6
Stenographer	40	6	12	11	6		9	4	1	3 11
Typist	7		1		1		3		1	
Night clerk	9	1	10	9	2		1			1 10
House officer and watchman	50	1	15	11	4		3			
Housekeeping										
Housekeeper	25	2	21	21	2					
Assistant housekeeper	24		11	11			2			
Clerk	8		5	4	1		3			
Inspectress	35	5	5		8					
Linen room woman	51	3	18	13	7					
Seamstress	1		1	1						
Chamber maid	207	2	8	2	8	2	44			
Parlor maid	127	7	10	9	11	1	27			
Lounge attendant	1		1	1						
Houseman	165	8	16	12	11	1	66		1	
Cleaner	231	8	14	2	11	8	112		2	2
Vacuum man	20	1	10	6	6		4		2	1
Window washer	12		6	3	2	1	6		2	
Service										
Head bellman	25	1	17	16	3					1
Bell captain	47		19	20						

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		18	19	20	21& over
Bellman	185	9	12	8	11		9				21
Relief bellman	4		4	2	5						21
Elevator man	193	8	14	4	17		72	4	1		17
Elevator starter	3	1	2	2	1		1				3
Transportation porter	3		3								3
Asst. trans. porter	1		1								1
Deck steward	23	4	13	12	3	2	6				17
Rounds messenger	2		1	1							1
Station porter	8		6	9	1						6
Doorman	30	2	17	14	3		2				19
Food preparation											
Steward	25		19	21	2						23
Assistant steward	23	1	7	9	1						10
Chef steward	1		1								1
Chef	23	1	19	19	3						22
Assistant chef	15		11	11	3						19
First cook	28	2	7	3	8						11
Second cook	28	5	11	8	8						18
Sauce cook	15	5	6	5	6						12
Assistant sauce cook	5	2	2	1	4						6
Relief cook	11	3	6	4	5						9
Broiler cook	1		1	1							1
Fry cook	18	1	6	4	9						18
Roast cook	38	3	11	10	5						15
Cold meat cook	25	3	5	4	4						9
Breakfast cook	21	5	10	7	8						14

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed	Minimum Employment Age			
		Yes	No	None	Medium	High		18	19	20	21& over
Vegetable cook	27	9	9	6	11		1				17
Apprentice cook	3	1	2	1		1	2			3	
Cooks' helper	24	4	7	4	3	3	7			1	12
Night chef	9	1	8	7	4						12
Pastry chef	27	5	18	11	5						15
Baker	30	9	11	12	6	1					18
Assistant baker	15	6	7	6	5	1	2				14
Butcher	21	2	9	8	3						12
Chicken and fish butcher	16	7	3	3	8	1					12
Vegetable cleaner	28	5	6	4	4	3	17				11
Oyster man	9	4	5	3	4	1	2				9
Pantry man	105	11	11	6	14	1	19			1	20
Coffee man	21	3	6	6	4		1				9
Receiving clerk	1		1								1
Cafeteria											
Counter man	18		4	3	1		2				5
Cook	7	1	2	2	1						3
Cleaner	9	1	4	2	1	1	3				5
Floor service girl	2		1	1							3
Food checker	17	1	4		5						6
Cashier	2		1	1							2
Dishwasher	13	1	2	1	3		3	2			2

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		18	19	20	21& over
Food serving											
Dining room											
Maitre D'Hotel	1		1	1							1
Head waiter and hostess	34	1	20	21	2						22
Asst. head waiter	45	5	13	13	5						20
Waitress	629	16	6	1	16	7	189		1		22
Waiter	400	16	6	1	16	7	90			1	22
Porter	1		1		1		1				1
Bus boy and girl	155	12	7	2	9	10	160	7			14
Check room attendant	2		1		1		1				1
Room service											
Head waiter	10		1	1							5
Waiter	217	7	11	8	7	1	8				17
Checker	9		4	5	1			1	1		5
Bus boy	9	3	2		3		5	2	2		1
Warewashing											
Silverman	25	5	8	3	6	4	11				13
Dishwasher (hand)	41	4	5	3		9	21		1		9
Dishwasher (machine)	178	12	11	1	10	9	110		1		21
Pot washer	6	2	1			3	8	1		1	1
Glassware washer	4	1	1		2		3				3
Kitchen elevator man	7		3	1	1	2	3				9

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-Over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		18	19	20	over 21&
General											
Cashier	38	1	12	8	5				1		11
Checker	42	8	2	4	6		18		2		9
Food control man	4		3	4							4
Beverage control man	2		2	2							2
Storeroom man	3		3		3						3
Cleaner	26	3	4	2	2	4	17		1		9
Helper	5	2	1			3	8		2		1
Watchman	21		8	6	2						8
Waiter and waitress	8		3		3						3
Beverages											
Wine steward	16		17	17							17
Assistant wine steward	2		1	1							1
Cashier	8		4	3	1						4
Bartender	79	4	14	13	6						17
Waiter and waitress	67	3	6	2	5	5					9
Glass washer	24	2	10	4	5	14		1			12
Bar porter	16	2	4		2	3	8				6
Laundry											
Manager	14		14	14							14
Assistant manager	3		3	3							3
Washer	63	5	8	4	6	3	27				14
Shirt operator	23	2	3	2	2	1	4				5
Starch girl	7	2	1	1	1	1	2				3

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age		
		Yes	No	None	Medium	High		18	19	20 over
Press operator	32	4	7	3	7	1	5		1	9
Flat work ironer	113	5	5	1	6	4	30		1	10
Mangle operator	10		3	3						3
Shaker	34	2	5	2	3	3	11	1	1	5
Perry extractor	12	2	4	2	3	1	2		1	5
Helper	3		2			2	4		1	2
Sorter	10	2	2	2	2		2			4
Finisher	7	1	3	2	2		3			4
Linenman	11	2	2	1	3		2			4
Folder	3	1				1	4			1
Athletic and social										
Athletic director	6	1		1						1
Squash professional	1		1	1						1
Entertainment director	3	1	1	2						3
Hostess (social)	6	1	2	2	1					3
Child play supervisor	2	1		1						1
Telephone operator	67	1	19	12	7			1		19
Health baths	6	1	1	1						2
Sea bathing										
Life guard	2	1		1						1

Table 3.--EMPLOYMENT STATUS OF 5255 WORKERS IN 24 HOTELS IN ATLANTIC CITY--Continued

Pay-roll Jobs	Number Employed	Employment		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age			
		Seasonal		Yes	No	None	Medium	High	18	19	20 over
Miscellaneous											
Publicity	1		1			1					1
Public relations	1		1			1					1
Garage attendant	2	1	1			2					2

that capacity. A number of unlisted job titles were written in. One hotel employed a Maitre D'Hotel, another a seamstress in the housekeeping department; one employed a broiler cook. Six hotels listed bar porters in their beverage departments. A number added chamber maids to their housekeeping lists. Another hotel employed a dining room porter. Two hotels employed life guards, one for an outdoor pool, the other for a large salt-water indoor pool. Public relations and publicity were two other jobs not listed on the original check sheet.

Number of persons employed
in each job

Tabulations of the check sheets revealed that a total of 5,255 workers were employed in the 24 hotels. While this study was made during the fall and winter of the 1947-1948 season it nevertheless represented peak employment for these hotels, since they were asked to indicate their peak employment in all pay-roll jobs during the past year.

The total number employed in each pay-roll job is found in Table 3. For convenience similar pay-roll jobs in the various hotel departments were grouped and appropriate employment totals shown in Table 4.

This table shows that the waiter and waitress group totaling 1,321 persons was more than three times as large as the cook and baker group which ranked second.

Table 4.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS

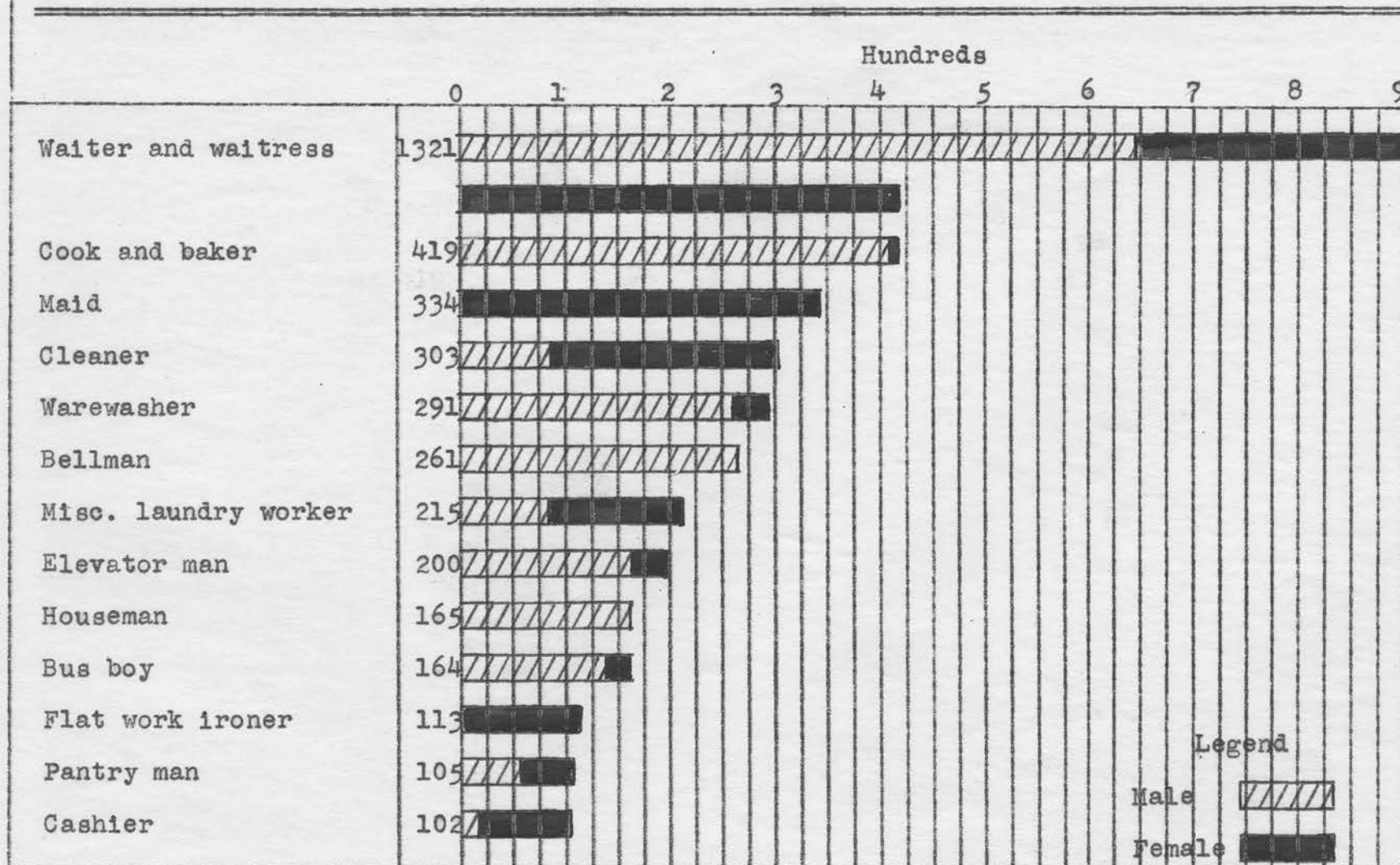


Table 4.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS--
Continued

		Hundreds									
		0	1	2	3	4	5	6	7	8	9
Front office clerk	100										
Accountant	97										
Maitre D'Hotel, Asst. head wait., head wait. and hostess	90										
Secretary and typist	87										
Telephone and circuit operator	87										
Housekeeper and inspect.	84										
Bartender	79										
House officer and watchman	71										
Food checker	68										
Clerks (miscellaneous)	65										
Hotel manager	64										
Linen room woman	51										

Legend

Male |||||

Female |||||

Table 4.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS--
Continued

		Hundreds									
	0	1	2	3	4	5	6	7	8	9	
Butcher	37	///									
Timekeeper	33	///									
Doorman	30	///									
Athletic, social and health director	24	///									
Vegetable cleaner	28	///									
Deck steward	23	///									
Coffee man	21	///									
Counter man	18	///									
Wine steward	18	///									
Laundry manager	17	///									
Porter	17	///									
Oyster man	9	///									
Station porter	8	///									
Miscellaneous	36	///									

Legend

Male ///

Female

It is rather significant that the group of workers whose business it is to keep the hotels clean and well-ordered, the maids, the cleaners, and warewashers, constituted almost one fifth of the total employed group. On the other hand, the group responsible for maintaining records and for keeping all departments of the hotels functioning smoothly, the managers, accountants, clerks, and others, was relatively small.

A further study of Table 4 reveals that about the same number of men and women were employed as waiters and waitresses. The female sex predominated, however, in the maids group, the cleaners, and laundry workers. Very few cooks were women. All of the bellmen and housemen were men, as were also the elevator operators. A few women were employed in the front office as information clerks, and mail clerks, in addition to the typists, and general clerks.

The ratio of white to colored employed in each major pay-roll group is shown in Table 5. A little more than one third of the waiters and waitresses were colored and about one half of the maids; relatively few cooks were colored. The cleaners, warewashers, and bellmen were predominantly colored, as were also the elevator operators. All of the jobs in the cashier group, the entire front office group, housekeepers, watchmen, and bartenders were filled by members of the white race.

Table 5.--WHITE AND COLORED EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS

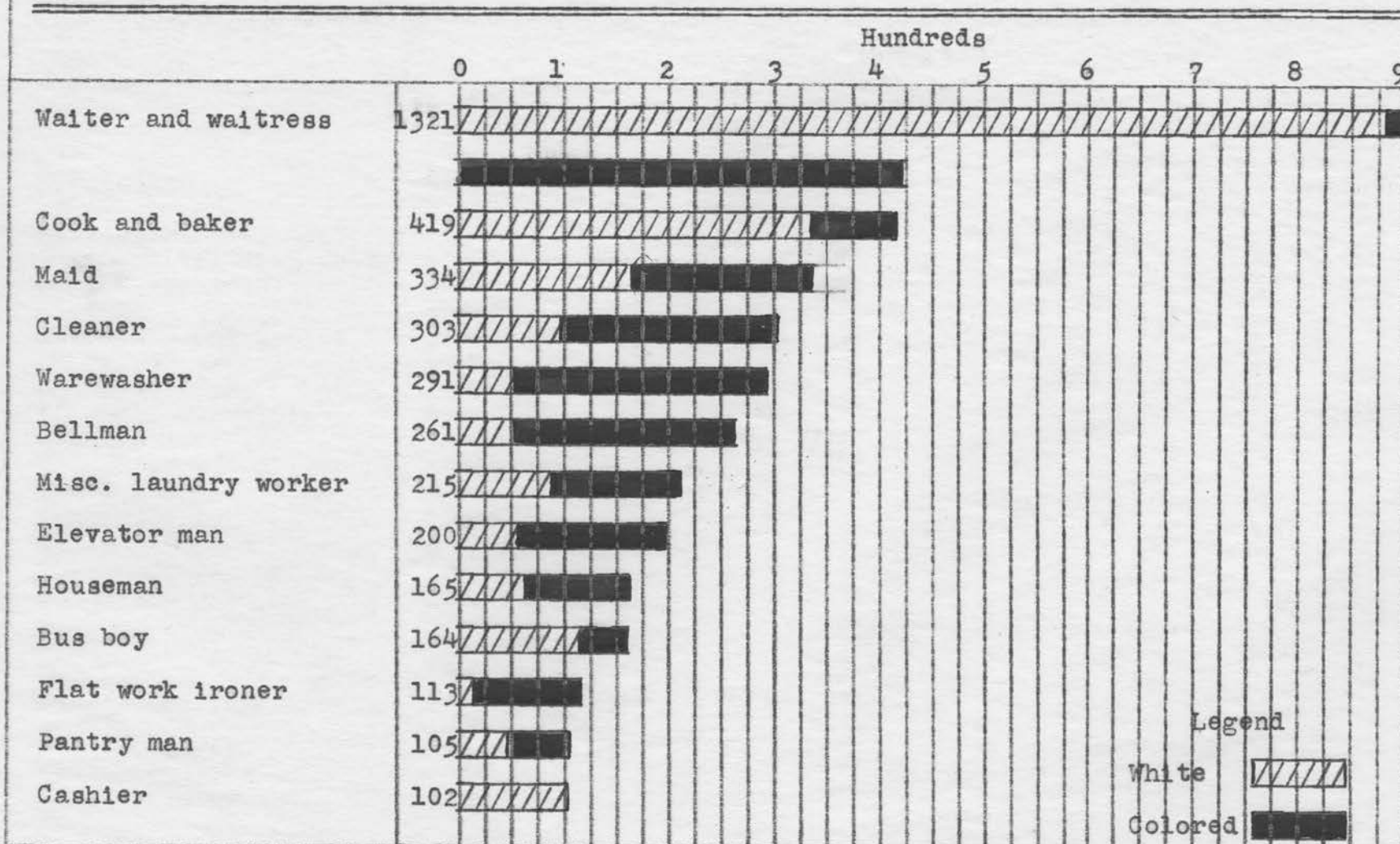


Table 5.--WHITE AND COLORED EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS--Continued

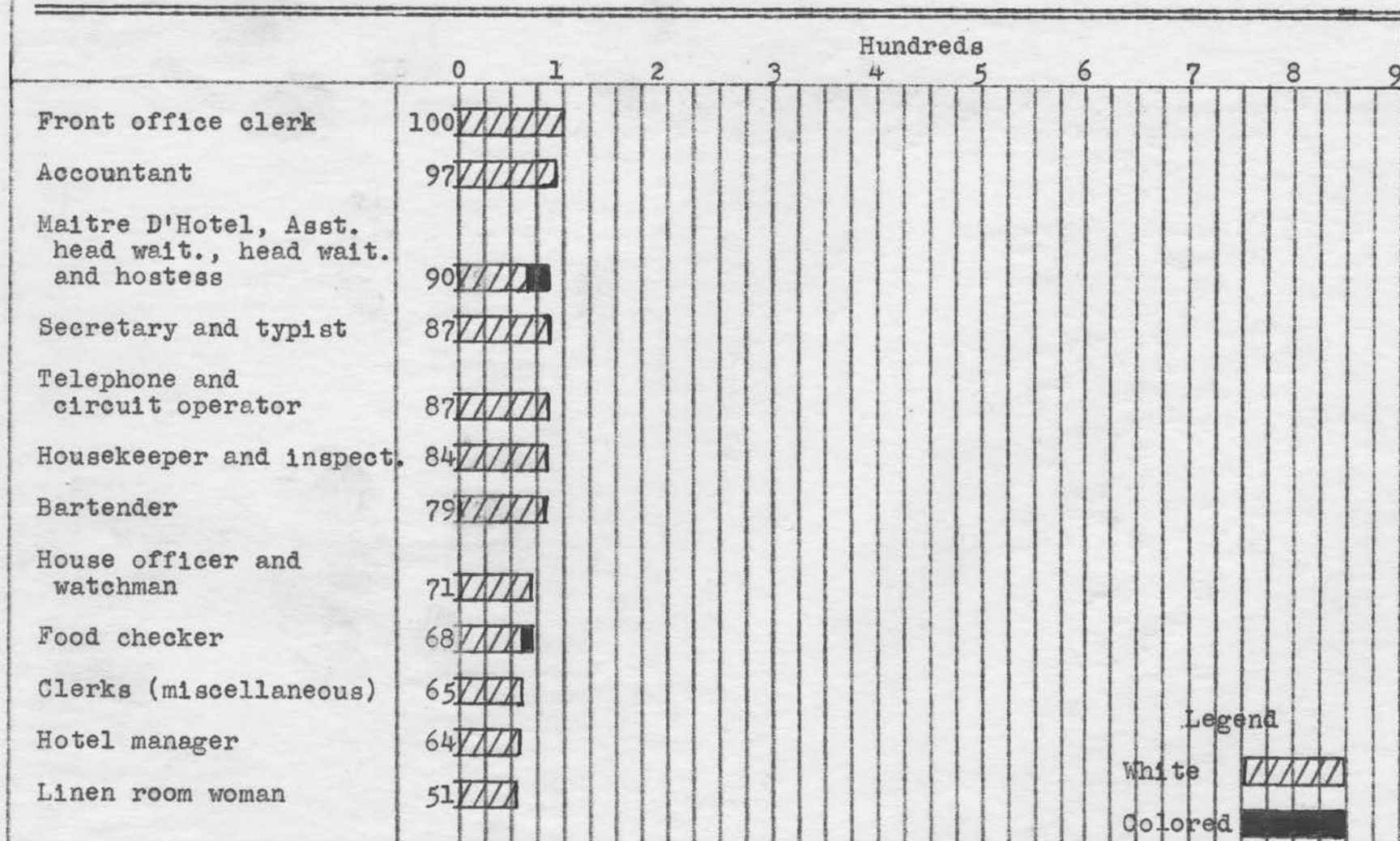




Table 5.--WHITE AND COLORED EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS--Continued

	Hundreds									
	0	1	2	3	4	5	6	7	8	9
Butcher	37	7								
Timekeeper	33	7								
Doorman	30	7								
Athletic, social and health director	24	7								
Vegetable cleaner	28	7								
Deck steward	23	7								
Coffee man	21	7								
Counter man	18	7								
Wine steward	18	7								
Laundry manager	17	7								
Porter	17	7								
Oyster man	9	7								
Station porter	8	7								
Miscellaneous	36	7								

Legend

White 
Colored 

The number of beginners employed each year in the various pay-roll groups is shown in Table 6. The waiter and waitress group was the largest, followed closely by warewashers, bus boys, and cleaners. A more detailed listing of the beginners employed in each pay-roll job is found in Table 3. An inspection of this table brings out the fact that beginners are employed on jobs for which little or no training is required. This matter is treated from a somewhat different angle later in this study under the heading of Employment Requirements.

Labor turn-over

Data on labor turn-over are presented in Table 3. The turn-over was largest in the administration and general categories. The majority of hotels reported no turn-over in many of these jobs, with a few reporting it as medium, and only four as being high.

The turn-over among the food preparation pay-roll group was relatively low, although considerably higher than the administration and front office areas.

In the food serving group, the waiters and waitresses, bus boys, dishwashers, glassware washers, and other similar groups were reported high in turn-over by a considerable number of hotels. The turn-over of laundry workers with the exception of the managers was also quite high.

There appeared to be a rather high relation

Table 6.--BEGINNERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 ATLANTIC CITY HOTELS

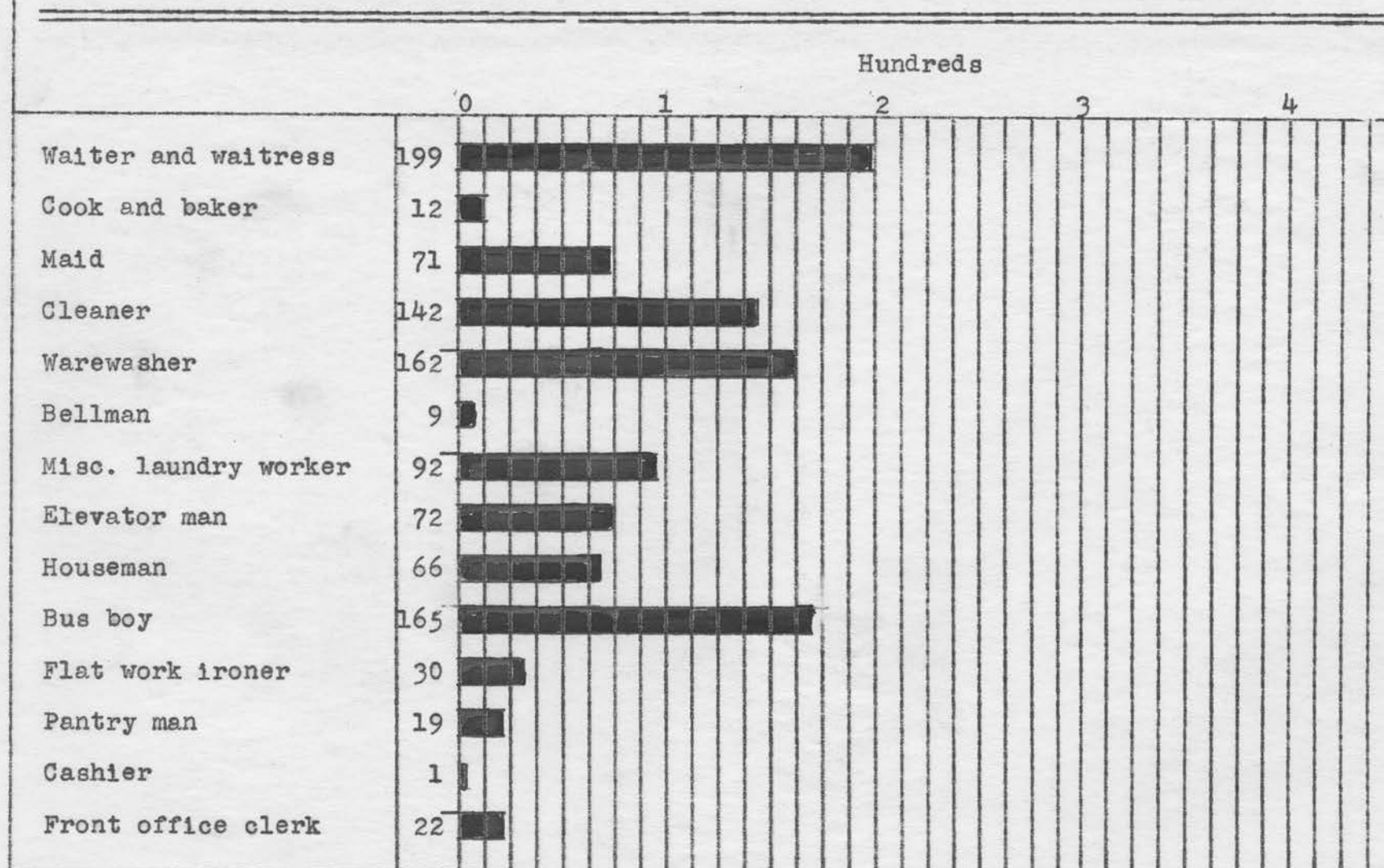


Table 6.--BEGINNERS EMPLOYED IN MAJOR PAY-ROLL GROUPS IN 24 ATLANTIC CITY HOTELS--
Continued

[illegible]

Table 6.--BEGINNERS EMPLOYED IN MAJOR PAY-ROLL GROUPS IN 24 ATLANTIC CITY HOTELS--
Continued

	Hundreds																																					
	0	1	2	3	4																																	
Athletic, social and health director	1																																					
Vegetable cleaner	17																																					
Deck steward	6																																					
Coffee man	1																																					
Counter man	2																																					
Wine steward	0																																					
Laundry manager	0																																					
Porter	6																																					
Oyster man	2																																					
Station porter	0																																					
Miscellaneous	10																																					

between the rate of turn-over and seasonality of employment. For example, in the administration and front office groups, where the labor turn-over was reported as none or medium, very few jobs were seasonal. On the other hand, in the waiter and waitress group, only one hotel reported no turn-over, 16 as medium, and seven as high, while 16 hotels reported these jobs as seasonal.

It is not clear whether or not the hotels considered a lay-off because of the seasonality of the job in their turn-over figures. The term "turn-over" was not defined for the hotels to guide them in filling out the check sheet.

Employment requirements

The minimum employment age requirements are recorded in Table 3. It is very significant that the large majority of hotels required all workers to be 21 years of age or over. A few employed secretaries and clerks from 18 to 20; some hired housemen at 19, and elevator men at 18. A few others employed bus boys at 18 years of age. The pattern, however, was definitely toward more mature personnel.

The background required for employment is presented in Table 7. The large majority wanted college trained men with some hotel experience for managers and assistant managers. Regarding actual college completion the general tendency was to interpret the college

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS

Pay-roll Jobs	College Plus		High School Completion				Eighth Grade Completion			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Experience	Special Training	Training and Experience
Administration and general										
Manager's office										
Manager		18	3				2			
Secretary					5		18			
Accounting										
Chief accountant		2			2		18			
Assistant accountant							12			
Paymaster					6		14			
Income auditor					2		4			
Clerk				10	7					
Secretary							5			
Front office bookkeeping										
Cashier					1		21			
File clerk				6	1					
Night auditor					5		17			
Timekeeper				3	2	7	1	1	2	
Receiving clerk				3	1	3				
Locker attendant				2						1
Nurse							2			

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus			High School Completion				Eighth Grade Completion			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Rooms											
Assistant manager	1	8	1			2	6				
Room clerk				1		17	4				
Information clerk				8		2					
Mail clerk				6		1					
Circuit operator				3		4				1	
Stenographer					5	5	11				
Night clerk						7	5				
Typist					1						
House officer and watchman						8		1		7	1
Housekeeping											
Housekeeper						8	3			11	1
Assistant housekeeper						4	3			4	1
Clerk				3		1	1			4	
Inspectress						4				2	2
Linen room woman						11				6	3
Seamstress										1	
Chamber maid						3		1	1	6	
Parlor maid											
Lounge attendant						1					

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus			High School Completion Plus				Eighth Grade Completion Plus			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Houseman				1		2		3	1	16	1
Cleaner				1				14	1	6	
Vacuum man								5		5	1
Window washer								6			
Service											
Head bellman				1		15			1	5	
Bell captain						16				3	1
Bellman						15			1	5	
Relief bellman						2				1	1
Elevator man				11		5		1	1	4	
Elevator starter				1							1
Transportation porter						3					
Asst. trans. porter						1					
Deck steward				2				7		7	1
Rounds messenger								1			
Station porter						3				2	1
Doorman				1		8			1	9	
Food preparation											
Steward						3	21				
Assistant steward						1	11				
Chief steward							1				

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus		High School Completion				Eighth Grade Completion				
	Special Training	Experience Training and Experience	Graduates Only	Special Training	Experience Plus	Training and Experience	Graduates Only	Special Training	Experience Plus	Training and Experience	Experience
Chef					2	21					
Assistant chef					1	11					
First cook					2	8					
Second cook						16			1		
Sauce cook						9			1		1
Assistant sauce cook						4					
Relief cook						6			2		1
Broiler cook						1					
Fry cook						11			1		1
Roast cook						12			2		1
Cold meat cook						5			2		1
Breakfast cook						11			3		1
Vegetable cook						14			2		1
Apprentice cook			2								
Cook's helper			3		4	1			3		1
Night chef					1	8					1
Pastry chef					1	12			2		1
Baker					2	13			3		
Assistant baker			1		1	8			2		1
Butcher					2	5			2		2
Chicken and fish butcher					3	5			1		1
Vegetable cleaner			4			1			2		1
Oyster man					2		3		4		1

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus		High School Completion				Eighth Grade Completion			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Experience	Graduates Only	Special Training
Pantry man				1		11			1	8
Coffee man				1		3				4
Receiving clerk				1						1
Cafeteria										
Counter man									2	1
Cook										2
Cleaner									2	1
Floor service girl									1	
Food checker						4				1
Food tabulator										
Cashier							1			
Dishwasher									3	
Food serving										
Dining room										
Maitre D'Hotel		1								
Head waiter and hostess						22	2			1
Asst. head waiter						17				2
Waitress				1		16			2	5
Waiter				1		16			2	5
Porter									1	

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus			High School Completion				Eighth Grade Completion			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Bus boy and girl				2				13		4	1
Check room attendant								1			
Room service											
Head waiter						8					
Waiter						9				5	1
Checker						4					
Bus boy				2				3			
Warewashing											
Silverman				1				6		5	1
Dishwasher (hand)								8	1	1	
Dishwasher (machine)				1				15	1	4	
Potwasher								3			
Glassware washer				1				1			
Kitchen elevator man								2		3	
General											
Cashier						1	11				
Checker				3		7	1				
Food control man						1	2				
Beverage control man						3					
Storeroom man								3			

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus		High School Completion Plus				Eighth Grade Completion Plus				
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Cleaner				2				5			
Helper								2			
Watchman						2				5	
Waiter and waitress						2				1	
Beverages											
Wine steward						13	4				
Assistant wine steward						1					
Cashier						1	3				
Bartender						8	6				
Waiter and waitress				1		6				1	
Glass washer				1				8		2	
Bar porter								6			
Laundry											
Manager						12	2			1	
Assistant manager						5				1	
Washer						1		7		6	
Shirt operator				1		1		1		3	
Starch girl				1						2	
Press operator				1						9	
Flat work ironer								4		6	1

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus			High School Completion Plus				Eighth Grade Completion Plus			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Mangle operator										3	
Shaker					1			3		4	
Perry extractor.					1			1		4	
Helper								2			
Sorter								1		3	
Finisher										4	
Linenman								2		2	
Folder								1			
Athletic and social											
Athletic director		1									
Squash Professional		1									
Entertainment director	1	3									
Hostess (social)		1				2					
Child play supervisor						1					
Telephone operator						9	10			1	
Health baths						1					
Sea bathing											
Life guard							1				

Table 7.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 24 ATLANTIC CITY HOTELS--Continued

Pay-roll Jobs	College Plus			High School Completion Plus				Eighth Grade Completion Plus			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Miscellaneous											
Publicity		1									
Public relations		1									
Garage attendant								1			

graduation requirement rigidly only for the top managerial positions. The other jobs in the administration and front office group required a high-school education plus training or experience, with just a few notable exceptions.

About one half of the hotels employed workers for their housekeeping departments with only an eighth grade education, but the majority required previous hotel experience in addition. On the other hand, most of them wanted their bellmen and elevator men to be high-school graduates with previous hotel experience.

The usual requirement for the cooks and other food preparation personnel was a high-school education plus special training and previous experience. A few employed these workers with an eighth grade education plus previous experience.

The one hotel that employed a Maitre D'Hotel wanted him to be a college graduate with previous hotel experience. Waiters and waitresses, head waiters, hostesses, and food checkers had to have a high-school education, as did also the wine stewards. A few employed these workers without experience, but the large majority wanted experienced help. On the other hand, most of the hotels hired eighth grade graduates for positions of bus boys, porters, and warewashers.

Very few required laundry workers to have more than an eighth grade education. Nevertheless, they did

want workers with previous experience.

One manager said that college education was desirable in most groups although not essential except for auditors and management positions.

Special physical requirements

Very few hotel managers listed any special physical requirements for employment. A few indicated that waiters, waitresses, and hostesses should have "good feet"; that housemen and others required to handle heavy objects be physically strong; that cooks and others in similar jobs be able to stand heat. Many simply said that they wanted all of their workers to be "normally healthy." One stated that window washers should be agile and sure-footed. (Physical data are not tabulated.)

According to New Jersey law employees handling food must hold a food handler's license which is issued after periodic medical examinations. The larger hotels required all applicants to have a general physical examination before employing them.

Many managers went beyond the request for special physical requirements to indicate that waiters and waitresses, and all other personnel having a direct contact with the hotel guests should have pleasing personalities, and must be well groomed at all times while on duty. They insisted that telephone operators have

pleasant voices.

Areas of training that
should be provided

The areas of training which the hotel managers thought should be provided by the school are tabulated in Table 8. The managers were practically unanimous in listing food preparation, and food serving for beginning workers. One fourth of them thought that it would be desirable to provide training for experienced workers in these fields. Twenty wanted training for beginning telephone operators; the same number wanted training for all of their supervisory personnel. More than one half thought a training program for experienced workers in the rooms area would be of value. Two managers were of the opinion that a course in hotel administration would meet the needs for beginning workers.

Units of training that
should be provided

The units of training (pay-roll jobs) which the hotels thought would be desirable for inclusion in a training program for hotel workers are listed in Table 9. They have been set up in the order of frequency in which they were requested and arranged under the general area to which they belong. The leading pay-roll jobs are waiters and waitresses, cooks, bakers, and telephone operators.

Table 8.--AREAS OF TRAINING WHICH 24 ATLANTIC CITY HOTELS
THINK SHOULD BE PROVIDED BY THE SCHOOL

Area	For Beginning Workers	For Experienced Workers
Administration and general	2	6
Rooms	4	15
Food preparation	22	7
Food serving	22	6
Laundry	2	1
Telephone	20	
Health baths	1	
Sea bathing	1	
Miscellaneous		
Supervision		20
Basic hotel course	2	
Maintenance	2	

Table 9.--UNITS OF TRAINING (PAY-ROLL JOBS) WHICH 24
ATLANTIC CITY HOTELS THINK SHOULD BE PROVIDED BY THE
SCHOOL

Area and Units	Number Requesting
Food preparation	
Cook	21
Baker	17
Pantry man	3
Relish girl	1
Food purchaser	1
Kitchen management	1
Kitchen apprentice	1
Food serving	
Waiter and waitress	23
Food control man	1
Food checker	1
Beverage control	1
Dining room captain	1
Wine clerk	1
Telephone operator	20
Rooms	
Assistant manager	15
Room clerk	13
Chamber maid	6
Housekeeper	3
Bellman	2
Parlor maid	1
inspectress	1
Administration and general	
Cashier	10
Manager	4
Clerk	2
Auditor	1
Stenographer	1
Laundry	
Washer	2
Flat work ironer	2
Health baths	11
Sea bathing	
Life guards	1
Miscellaneous	
Hotel administration	
curriculum	2
Maintainance	1
Department heads	20

New services
requested

In answering the question, are your guests beginning to ask for services not provided at the present time, only two indicated that they were. One said that some of his guests were asking for better railway accommodations to Atlantic City; the other said that some of his guests were asking for the services of a social hostess.

Remarks

In the space on the check sheet under "remarks" a number of rather significant statements were made. Ten managers said definitely that they were very much interested in the plans of the public schools to set up a training program for hotel workers and that they would cooperate fully in getting the program started. One expressed the opinion that, since the academic background necessary for many of the pay-roll jobs under administration and general and also under rooms, was already provided by the local schools, a hotel curriculum should be set up to embrace hotel operation as a whole. This should include short but complete courses in food service, telephone operation and National Cash Register machines.

Another manager thought that:

. . . a course acquainting students with a general knowledge of hotel and restaurant operation, nomenclature, etc., would be of great help, inasmuch as a certain amount of on-the-job training is necessary because no two establishments

have exactly the same procedure. However, if the fundamentals are known, the employees can be broken in a lot more readily.

Following are some significant statements made by different managers:

In order for hotels to maintain themselves in the face of continually increasing operating costs, it is necessary to operate with a smaller but more efficient staff of workers. This points up the need for more efficient training of new workers and for re-training old workers where needed. We are very much interested in a training program that will increase the efficiency of our hotel workers.

As much as any other single factor, we need a staff of workers who can work together with a minimum of friction--supervisors who know how to handle workers. The public schools should be able to provide a training program to meet such a need.

There is need for . . . a better understanding of guests by employees; for employees to realize that guests make it possible for the hotel to stay in business and succeed. If the hotel is successful, they will be also.

We believe that a course in Public Relations would be desirable for all workers who come directly in contact with our guests.

The success of a hotel is largely in the hands of its employees. It can sell itself to its guests only by having employees who are courteous in rendering service. Hence, well-selected and well-trained personnel is the key to success in the hotel business . . . It is very essential that all personnel coming in direct contact with our guests have a pleasing personality and a well-groomed appearance.

Every time a contact is made between a guest and a hotel employee, good-will may be gained or lost. We are interested in any training program that will assure this contact resulting in good-will being gained.

Another manager said that the Hotel Greeters Association have plans for a school in specialized training for front office, clerical, stewards, wine stewards, and advertising, which will start in the fall of 1948. Food service may also be offered. He expressed the opinion that this program would cover the key points in these training areas. As to the other pay-roll jobs, he felt that a basic schooling may be all the training required, because in many instances employees get the necessary knowledge from on-the-job training.

Findings of Restaurant Survey

Pay-roll jobs

The 53 pay-roll jobs included in this study covering the restaurant industry are listed in Table 10. At least one person was employed in each of the jobs listed on the check sheet. A considerable number of other job titles were added by a few restaurant managers. These are recorded in Table 10 immediately below those listed on the check sheet. For the most part they represented pay-roll jobs found in a limited number of restaurants. In some cases they were found only in a particular restaurant. Two of these job titles were entirely new to the writer, padder, and plate dresser; they were not listed by the United States Employment Service (23) in their bulletin of job descriptions and job titles in the hotel and restaurant industry.

The pay-roll jobs in Table 10 under administration existed only in a few of the larger restaurants, or in one or two cases where three or four restaurants were owned and operated under the same management.

Number of persons employed in each job

The number employed in each pay-roll job is also found in Table 10.

The total number of employees in the 50 restaurants was 3,117. This also represented peak employment

Table 10.--EMPLOYMENT STATUS OF 3117 WORKERS IN 50 ATLANTIC CITY RESTAURANTS

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		16	18	20	21 & over
Administration											
President	6		6	6							6
Vice-president and general manager	3		3	3							3
Treasurer	6		6	6							6
Secretary, charge of general office	2		2	2							2
Accountant	3	1	1								2
Food control clerk	1		1		1					1	
Wage record clerk	1		1		1					1	
Check counting clerk	3		1			1	1		1		
Multigraph operator	1		1		1	1				1	
Secretary	7		5	5					2		3
Typist	1		1		1					1	
Operation											
Manager	56	1	48	49			2				50
Assistant manager	64	3	30	31	2						34
Cashier	114	19	21	23	16		8		36		3
Sales girl, retail counter	19	3	1	1	2		7	2	1		
Hostess	113	22	7	13	15	1	40		1	1	26
Head waiter	57	7	19	22	2				1		25
Waiter and waitress	1494	47	3	4	40	5	311	8	7		34
Bus boy	163	37	1		14	22	157	3	29		4
Chef	35	1	30	28	1						29

Table 10.--EMPLOYMENT STATUS OF 3117 WORKERS IN 50 ATLANTIC CITY RESTAURANTS--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-over			Beginners Employed Each Year	Minimum Employment Age		
		Yes	No	None	Medium	High		16	18	20 over
Assistant chef	49	2	25	26	2					28
First cook	42	6	19							27
Fry cook	70	12	15	19	4					26
Night cook	59	7	24	25	4					30
Saladman	74	15	18	22	5	2	14		1	28
Porter	84	4	33	12	22	2	42	18	2	16
Vegetable man	60	16	18	20	5	1	33		1	24
Pot washer	62	6	28	3	14	14	76	23	2	7
Dishwasher (hand)	311	33	17	4	21	18	308	32	5	8
Laundry woman	10	1	2		3		1			3
Steward	1		1	1						1
Assistant steward	3	1	2	2	1					3
Apprentice cook	2		2	2			2		2	
Baker	4	2	1	1	2		4			2
Doughnut man	2	1			1		2		1	
Waffle girl	3	1			1					1
Griddle man	2		1		1					1
Butcher	1		1		1					1
Fish cleaner	1	1			1	1	1			1
Oyster man	2	1	1	1						2
Lobster man	4		1		1		2			1
Cleaner	4	1	1			1	4			2
Coffee man	2		1		1					1
Dishwasher (machine)	50	1				1	30			1
Padder	3	1				1	3			1
Plate dresser	1	1			1		1			1

Table 10.--EMPLOYMENT STATUS OF 3117 WORKERS IN 50 ATLANTIC CITY RESTAURANTS--Continued

Pay-roll Jobs	Number Employed	Employment Seasonal		Labor Turn-Over			Beginners Employed Each Year	Minimum Employment Age			
		Yes	No	None	Medium	High		16	18	20	21& over
Bookkeeper	2	1	1	1	1					1	1
Salesman	2		1	1							1
Delivery man	2	1			1		1				1
Parking attendant	2	1			1		1				1
Night watchman	2		1		1						1
Bartender	43	6	18	14	10						24
Counter girl	2		1		1						1

in the restaurants covered in this study, since they too were asked to indicate their peak employment in each pay-roll job during the past year.

For convenience, similar pay-roll jobs in restaurants were grouped, with appropriate employment totals being shown in Table 11. As was true in the hotel study, the waiter and waitress group is the largest. This group, in fact, constitutes almost one half of the total number employed. The second largest group, dishwashers, made up approximately one fifth of all the restaurant workers.

The ratio of male to female workers in each major pay-roll group likewise is shown in Table 11. Contrasted with the hotel data, the food serving jobs in the restaurant field were filled much more predominantly by women. Out of the 1,494 persons employed in this capacity, less than 50 were men. The cashiers were also practically all women, while the bartenders, and porters were all men. All of the clerical and office staff, excepting top management positions were filled by women. Dishwashers, on the other hand, were practically all male workers, with less than 15 out of 423 being women. A very small proportion of cooks, bus boys, and managers were women.

Table 12 shows the ratio of white to colored workers in each major pay-roll group in the restaurant field. Again, contrasted with the hotel data which showed one third of the waiters and waitresses to be colored,

Table 11.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY RESTAURANTS

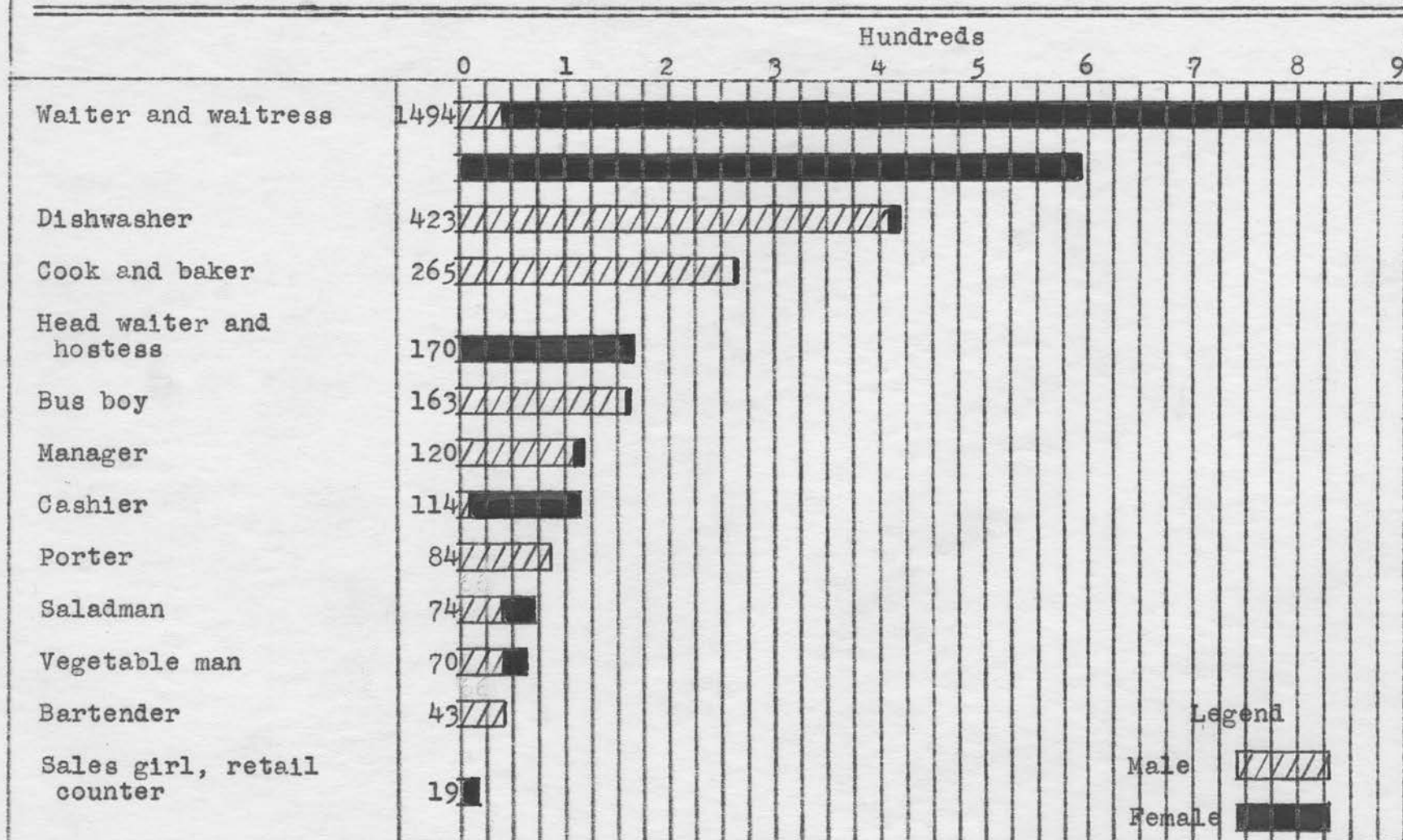


Table 11.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY
RESTAURANTS--Continued

		0	1	2	3	4	5	6	7	8	9
		Hundreds									
Laundry woman	10	■									
President	6	▤									
Treasurer	6	▤									
Vice-president	3	▤									
Accountant	3	▤									
Secretary and typist	10	■									
Clerk	6	■									
Miscellaneous	34	▤■									
Legend											
										Male	▤▤▤▤
										Female	■

Table 12.--WHITE AND COLORED EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY RESTAURANTS

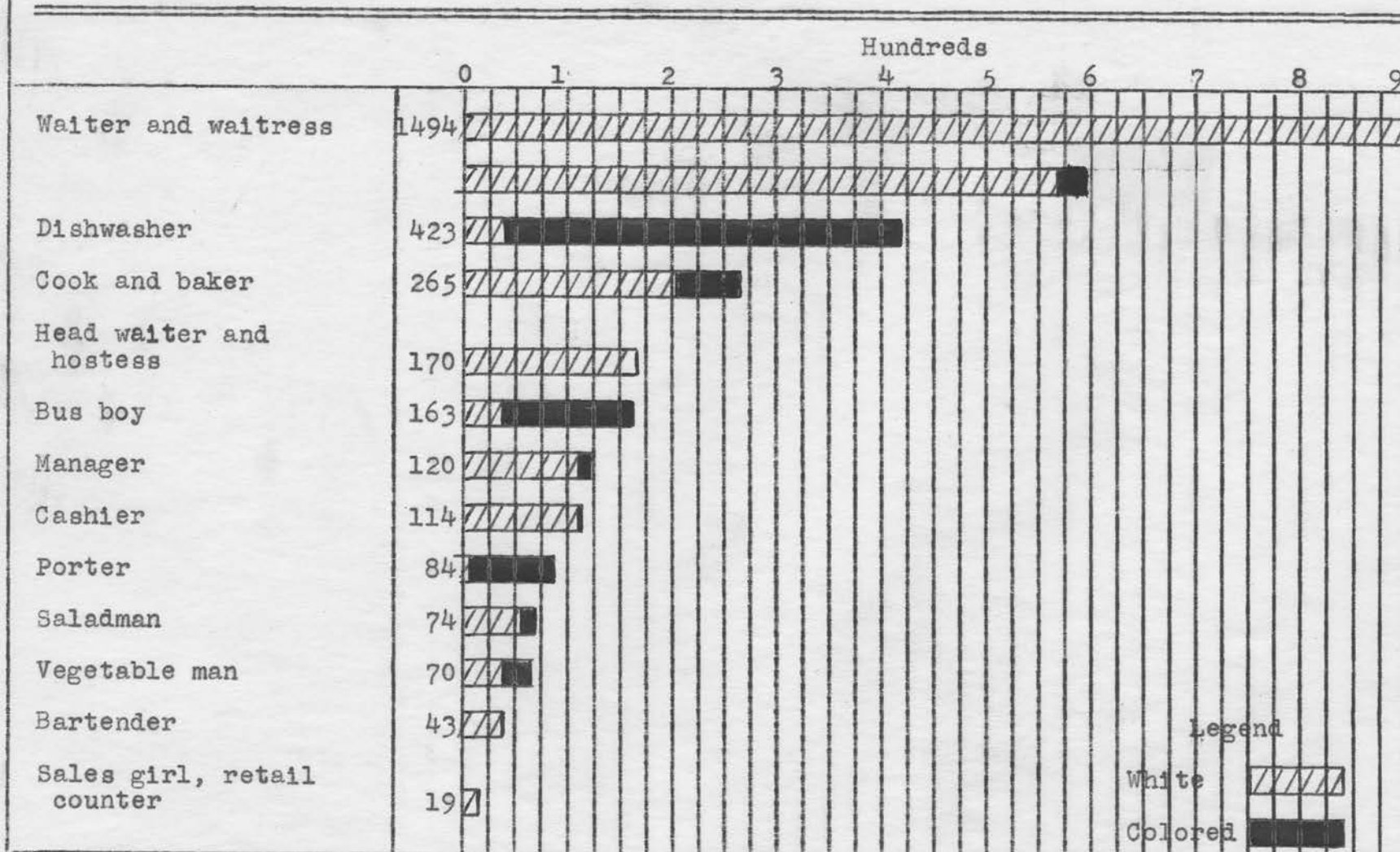
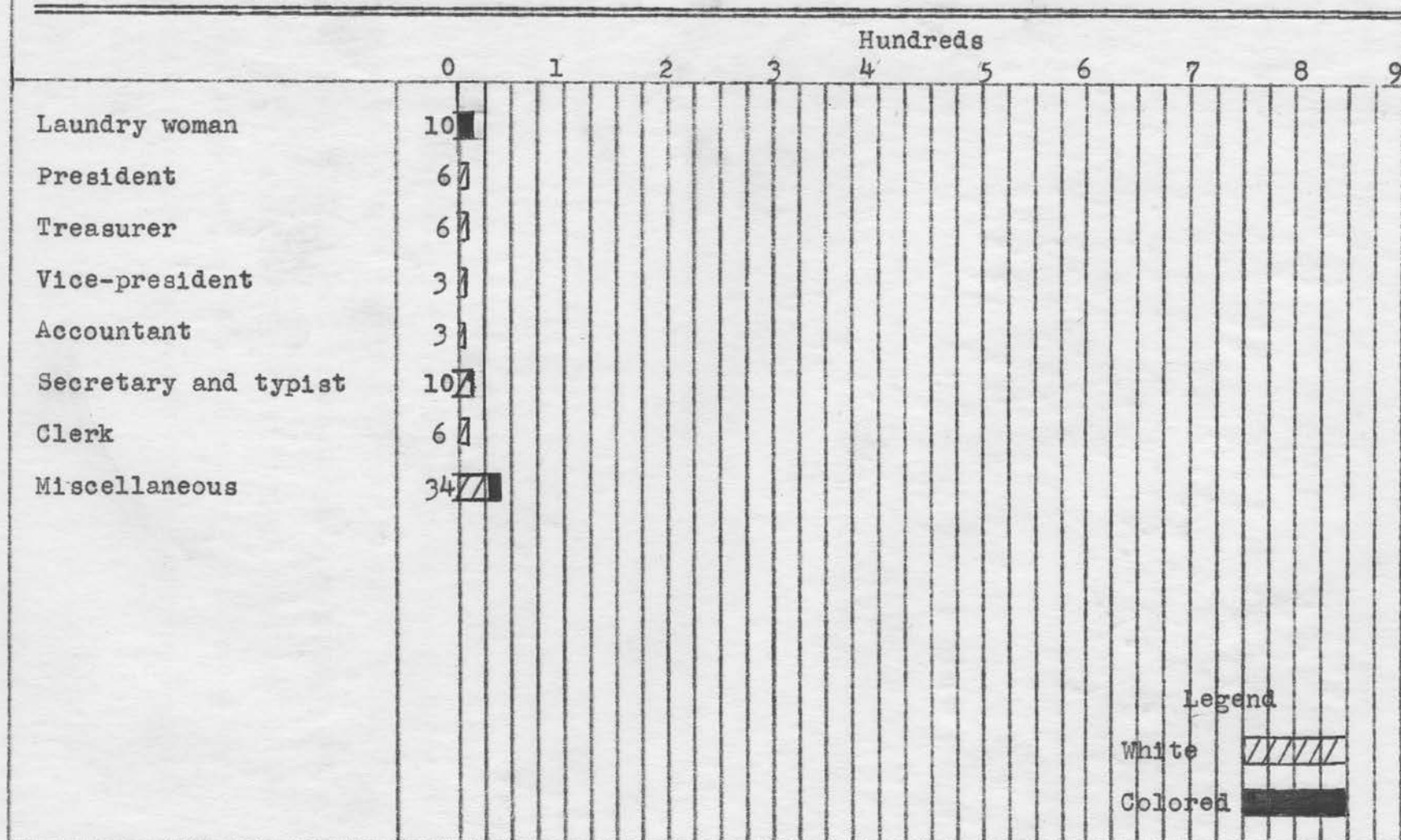


Table 12.--WHITE AND COLORED EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY RESTAURANTS--Continued



there were less than 30 colored workers out of the 1,494 employed in this capacity in restaurants. Of these most were employed in restaurants owned and operated by members of the colored race. On the other hand, dishwasher jobs were filled almost entirely by colored workers, as were also the jobs of bus boys, and porters. Except in the colored restaurants, cashiers were entirely white. There were, however, a few colored cooks in restaurants owned and operated under white management, in addition to those employed in the colored restaurants.

The number of beginners employed each year in the different pay-roll groups is shown in Table 13. Dishwashers made up the largest group of beginning workers, comprising more than ten per cent of the total employed group. Almost 10 per cent of the total employed group in the 50 restaurants were employed as beginning waitresses. Except for bus boys, the rest of the beginners employed each year was relatively small.

A more detailed listing of the number of beginners employed in each pay-roll job is found in Table 10. A close study of this will indicate that beginners, were employed to a large extent, on jobs that required little or no training previous to employment. This matter is treated later in the study under the heading Employment Requirements.

Table 13.--BEGINNERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY RESTAURANTS

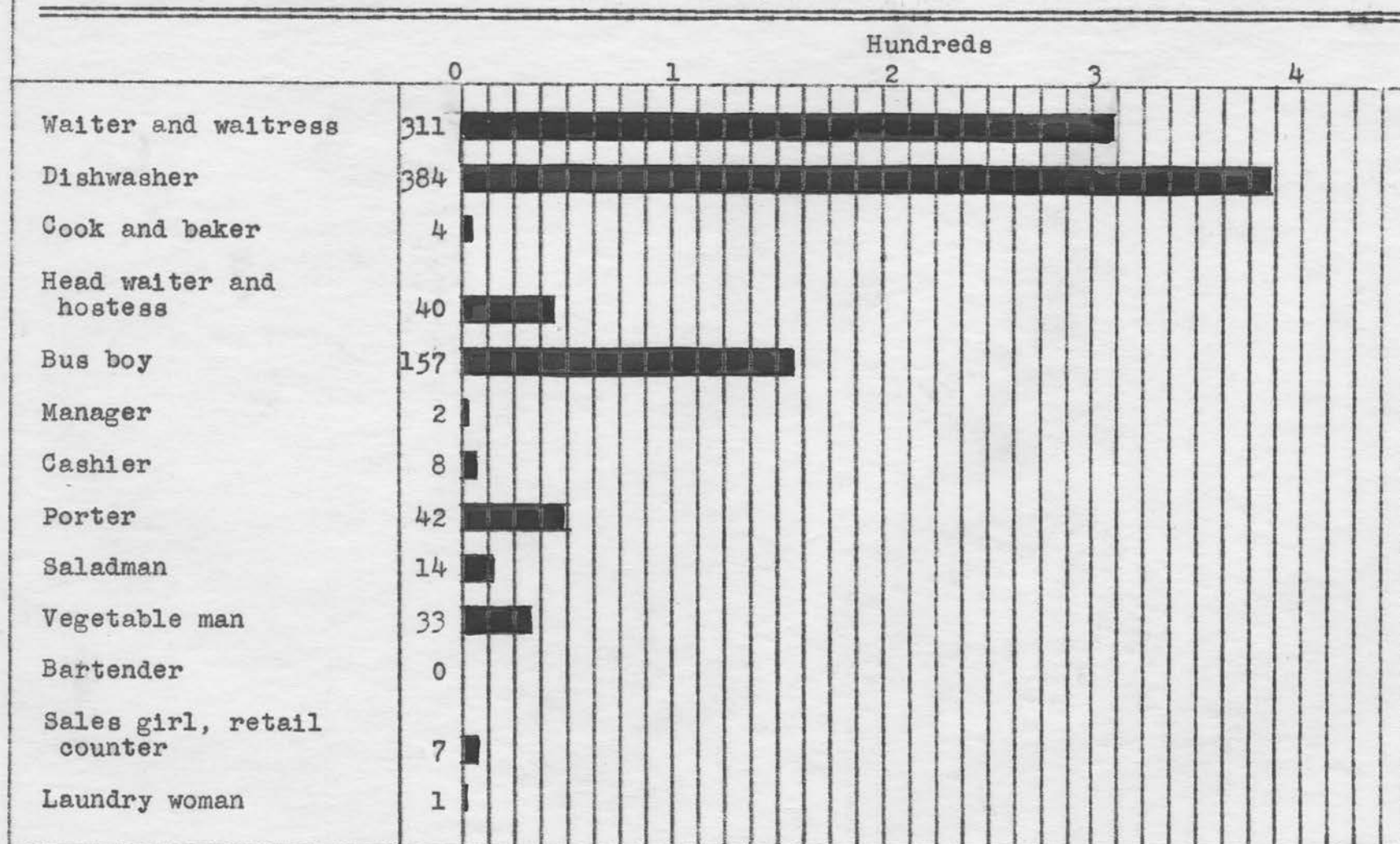


Table 13.--BEGINNERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 50 ATLANTIC CITY RESTAURANTS--Continued

[illegible]

Labor turn-over

Data on labor turn-over for restaurant workers are presented in Table 10. The turn-over was high for bus boys, pot washers, and dishwashers. It was fairly high for waitresses, porters, hostesses, and cashiers.

As with the hotel study, there appeared to be a high relation between the seasonality of employment and labor turn-over.

Almost one half of the restaurants reported the job of cashier as being seasonal; hostesses were reported seasonal by 22 managers, while 47 of the 50 restaurants surveyed indicated that the job of waiter and waitress was seasonal. Considerably more than one half said that the jobs of bus boy and dishwasher were also seasonal.

Employment requirements

The minimum age requirements for employment in restaurant work is also shown in Table 10. The majority of restaurants required cooks and other food preparation workers to be 21 years of age or over. A relatively large number, however, employed cashiers, bus boys, porters, pot washers, and other similar workers at 18. A few hired sales girls for retail counters, waitresses, and bus boys at 16. While the trend was toward more mature workers in key positions, the restaurants employed many more beginning workers at 16 and 18 than did the hotels.

The background required for employment is shown in Table 14. All of the top management positions in the large restaurants, including accountants, were required to have a college education. As was the case in the hotel survey, the general tendency was to interpret the college graduation requirement rigidly only for the top managerial positions.

The other workers in this group were required to be high-school graduates.

The majority of the restaurant managers also wanted their cashiers, hostesses, head waiters, and waitresses to be high-school graduates, in addition to having some previous experience in restaurant work. It is rather significant that in all of these positions it is necessary for the workers to come in direct contact with the restaurant patrons.

Almost one half of them employed waitresses with an eighth grade education. In most cases it wasn't necessary for bus boys, pot washers, dishwashers, and porters to have more than an eighth grade education. This was also true of cooks, although they were required to have special training in addition, and in some cases previous experiences as well.

Special physical requirements

Most of the restaurant managers wanted their

Table 14.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 50 ATLANTIC CITY RESTAURANTS

Pay-roll Jobs	College Plus				High School Completion Plus				Eighth Grade Completion Plus			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only
Administration												
President		6										
Vice-president and general manager		3										
Treasurer		6										
Secretary, charge of general office							2					
Accountant		1					1					
Food control clerk							1					
Wage record clerk				1								
Check counting clerk				1								
Multigraph operator						1						
Secretary					1							
Typist						1						
Operation												
Manager		5				45						
Assistant manager						29						
Cashier				5		34	1					
Sales girl, retail counter				1		1						
Hostess				19		11						

Table 14.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 50 ATLANTIC CITY RESTAURANTS--Continued

Pay-roll Jobs	College Plus			High School Completion				Eighth Grade Completion			
	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience	Graduates Only	Special Training	Experience	Training and Experience
Head waiter						22				1	
Waiter and waitress				6		23		9		12	
Bus boy				1		1		32		1	
Chef							11				20
Assistant chef							9				19
First cook							5				21
Fry cook							10				17
Night cook							6				24
Saladman				2		8		4		13	2
Porter								36			
Vegetable man				3		6		2		15	
Pot washer								31			
Dishwasher (hand)								46		1	
Laundry woman								2		1	
Steward											1
Assistant steward											2
Apprentice cook				2							
Baker											3
Doughnut man										1	
Waffle girl										1	
Griddle man										1	
Butcher											1
Fish cleaner										1	

Table 14.--BACKGROUND REQUIRED FOR EMPLOYMENT BY 50 ATLANTIC CITY RESTAURANTS--Continued

Pay-roll Jobs	College Plus		High School Completion				Eighth Grade Completion			
	Special Training	Experience Training and Experience	Graduates Only	Special Training	Experience Training and Experience	Experience	Graduates Only	Special Training	Experience Training and Experience	Experience
Oyster man							1			
Lobster man							1			
Cleaner							2			
Coffee man							1			
Dishwasher (machine)							1			
Padder							1			
Plate dresser							1			
Bookkeeper				1						
Salesman			1							
Delivery man			1							
Parking attendant							1			
Night watchman							1			
Bartender					14	10				
Counter girl							1			

waitresses and hostesses to have "good feet." Others asked only for "normal health." Many of them indicated, like the hotel managers, that they wanted their hostesses and waitresses to have a pleasant personality.

It will be recalled from the hotel study that food handlers in New Jersey are required by law to have a food handler's license. (Physical data are not tabulated.)

Areas of training that
should be provided

The areas of training which the 50 restaurant men thought should be provided by the school are given in Table 15. The large fields were food preparation and food serving for beginning workers, while many thought that some kind of training program should be made available for the food serving workers already employed.

Units of training
desirable

The units of training (pay-roll jobs) which the restaurant operators thought should be included in a vocational training program are recorded in Table 16. They were unanimous in their thinking that a beginning course in waitress training should be provided. All but one indicated that training should be made available for cooks and bakers. One fourth of them wanted training for cashiers and a smaller number for hostesses. In sharp contrast with the hotel findings, only one out of the

Table 15.--AREAS OF TRAINING WHICH 50 ATLANTIC CITY RESTAURANTS THINK SHOULD BE PROVIDED BY THE SCHOOL

Areas	For Beginning Workers	For Experienced Workers
Administration	4	1
Food preparation	49	2
Food serving	50	11
Telephone	1	

Table 16.--UNITS OF TRAINING (PAY-ROLL JOBS) WHICH 50 ATLANTIC CITY RESTAURANTS THINK SHOULD BE PROVIDED BY THE SCHOOL

Areas and Units	Number Requesting
Food preparation	
Cook	49
Baker	49
Saladmaker	16
Sandwich maker	4
Plate dresser	2
Counter man	1
Coffee man	1
Oyster and clam opener	1
Food service	
Waiter and waitress	50
Hostess	8
Food checker	1
Food control man	1
Administration	
Cashier	12
Telephone operator	1

entire restaurant group felt that the school should provide training for telephone operators.

New services requested

One manager indicated that the only service asked by his patrons was faster service. Another said his guests were asking for check room service.

Remarks

One manager of a large restaurant made this enlightening observation:

In the restaurant business there is a shortage of real experienced and trained workers. Most restaurant workers, i.e., cooks, chefs, and sandwich men must learn their trade from experience as very few industrial and vocational schools teach these trades. These trades are grossly underestimated by many people who think that "anybody who can cook an egg is a chef" or "anybody who can cut bread is a sandwich man." The extent of training needed for these trades is equivalent to any four-year course taught in high school. The present stock of chefs, cooks, and sandwich men are men who learned their trade from many years of experience, the training period being about five years in length of discouraging work and small pay. Most of these workers would welcome refresher courses and pamphlets on the latest developments in their fields of work. The above positions mentioned are the highest paid jobs in the restaurant business, with salaries ranging from one hundred to two hundred and fifty dollars per week. There would be worlds of value to restaurant owners, workers, and patrons if these trades were taught in high schools by expert teachers as major subjects.

The president of a group of four large restaurants said that their winter employment from October to May averages about 60 per cent of the summer peak.

Another manager pointed out that while they carried a full staff of workers during the peak season from May 15 to October 15, only a key staff of chef, cooks, sandwich men, cashier, and a few waitresses was employed during the slack season.

Still another manager expressed the opinion that a training program for hostesses, waitresses, cooks, bakers, and food control specialists would be a valuable contribution to the restaurant industry in Atlantic City.

Combined Employment in Hotels and Restaurants

Table 17 shows the number employed in each major pay-roll group in both the hotels and restaurants covered by this study.

An inspection of this table will give further evidence of the size and importance of the waiter and waitress group. Of the 8,372 persons employed in both industries, 2,815 were waiters and waitresses. This job was dominated by women, with less than one fourth of the persons employed in this group being men. Dishwashers and cooks were the next two largest groups of workers. These two pay-roll jobs were filled almost entirely by male workers. Of 714 dishwashers only 43 were women; of the 684 cooks and bakers, only 11 were women. The combined groups of waitresses, cooks and bakers, and dishwashers made up slightly more than one half of the total

Table 17.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 HOTELS AND 50 RESTAURANTS
IN ATLANTIC CITY, NEW JERSEY

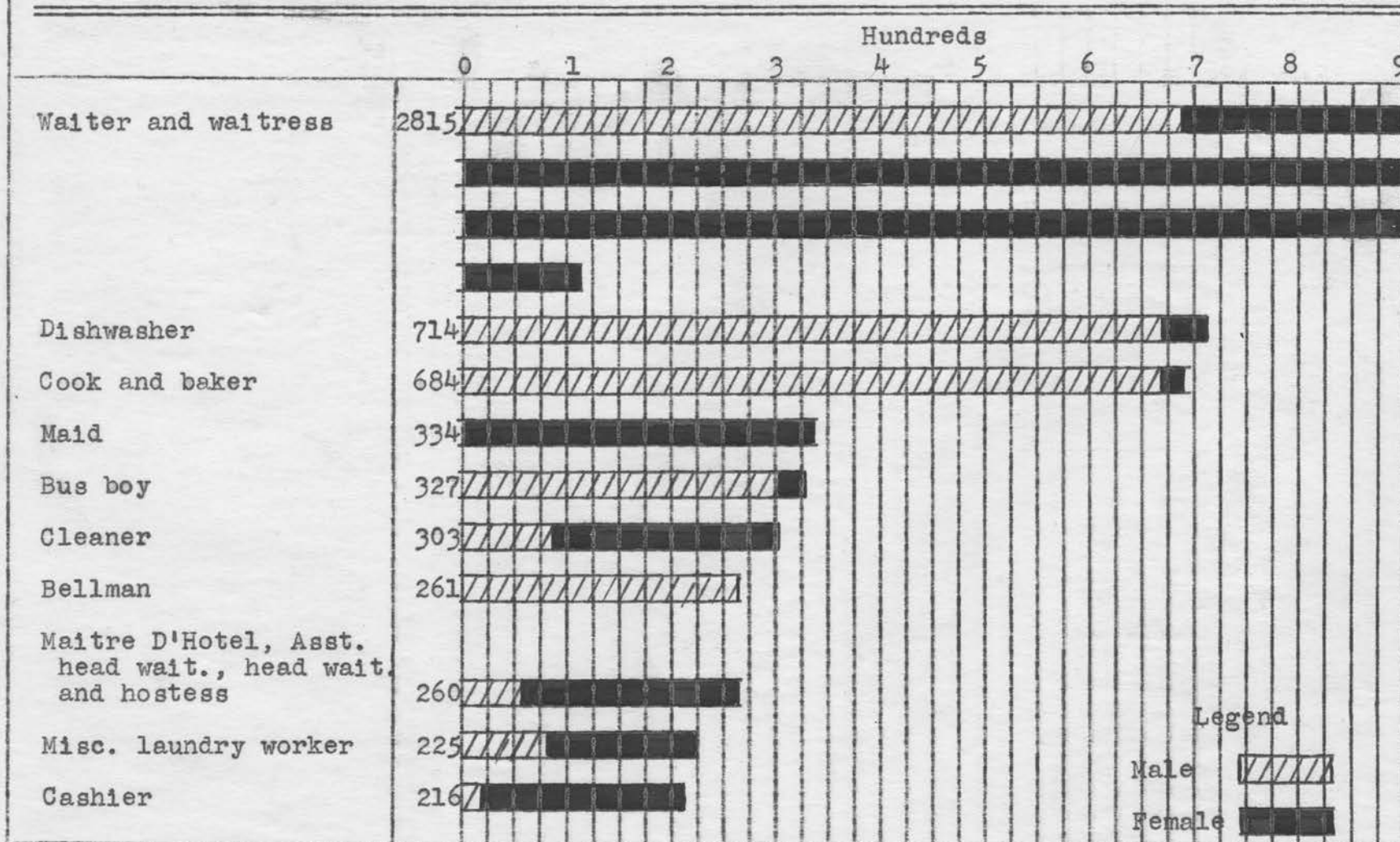


Table 17.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 HOTELS AND 50 RESTAURANTS
IN ATLANTIC CITY, NEW JERSEY--Continued

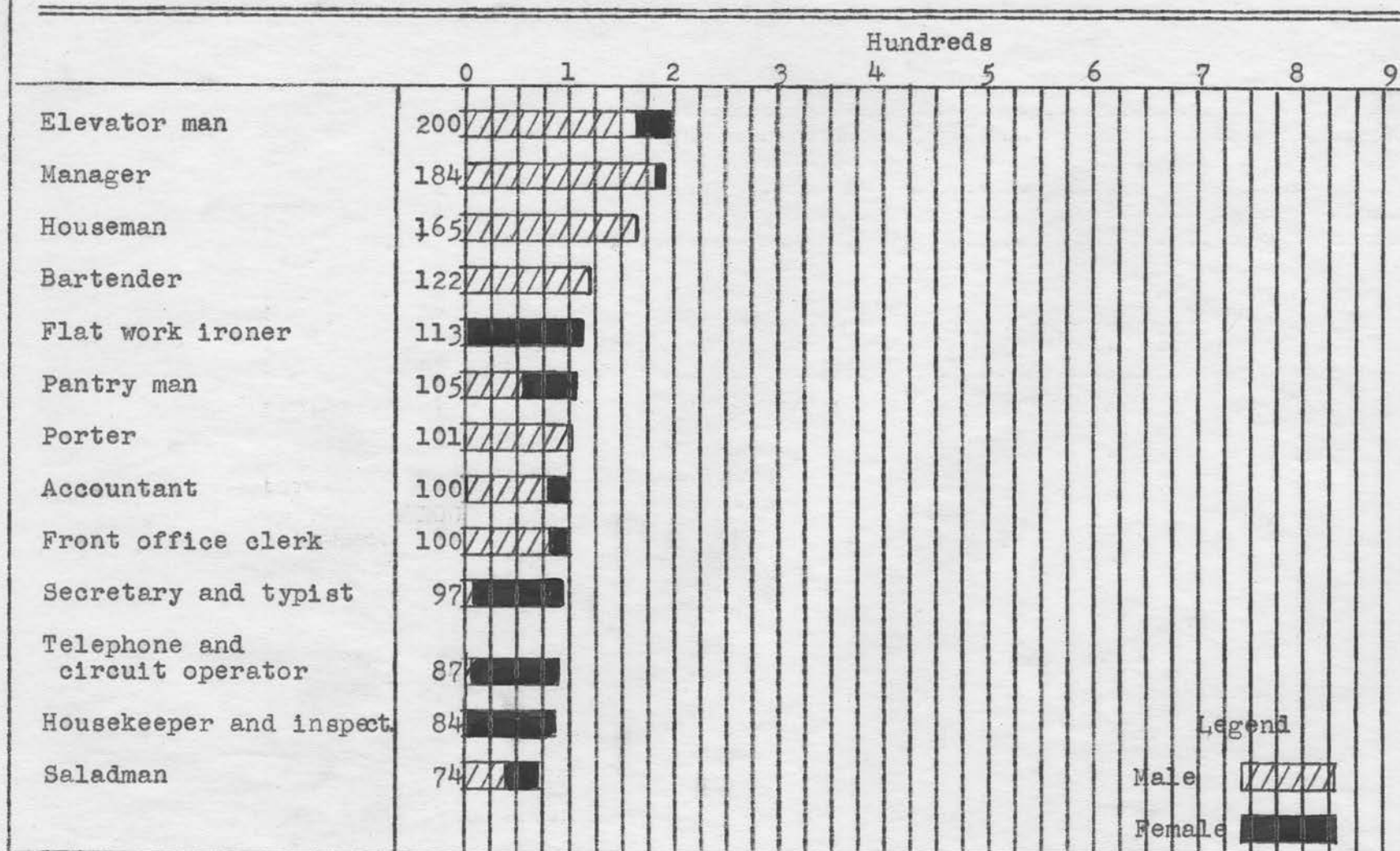


Table 17.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 HOTELS AND 50 RESTAURANTS
IN ATLANTIC CITY, NEW JERSEY--Continued

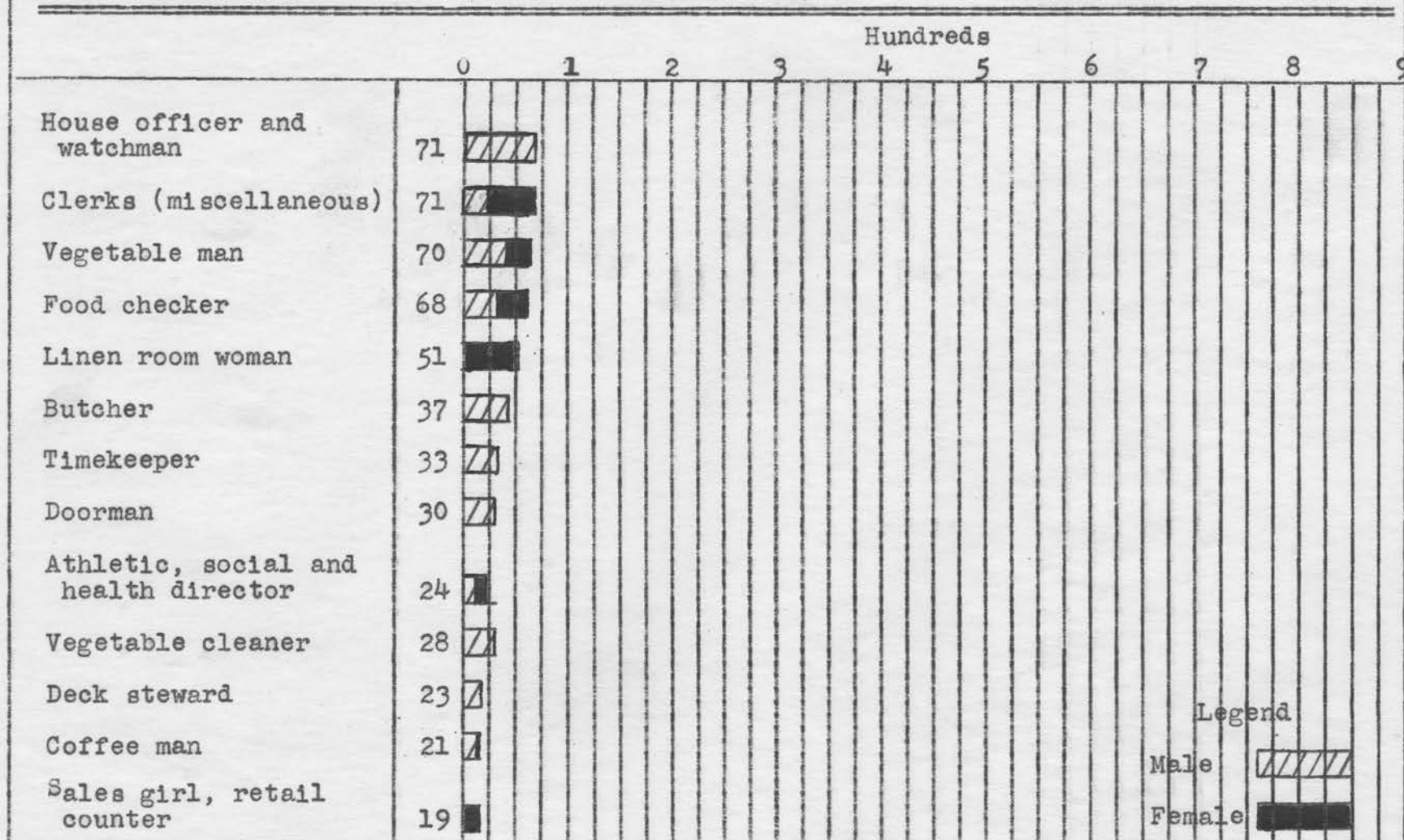


Table 17.--NUMBERS EMPLOYED IN MAJOR PAY-ROLL GROUPS BY 24 HOTELS AND 50 RESTAURANTS
IN ATLANTIC CITY, NEW JERSEY--Continued

		Hundreds									
		0	1	2	3	4	5	6	7	8	9
Counter man	18	■									
Wine steward	18	▤									
Laundry manager	17	▤									
President, treasurer vice-president	15	▤									
Oyster man	9	▤									
Station porter	8	▤									
Miscellaneous	70	▤▤▤▤▤									

Legend

Male ▤▤▤▤▤

Female ■

employed in both hotels and restaurants.

A comparison of the males and females employed in both fields is shown in Figure 1. In the hotels 58.3 per cent of all workers were male, while in the restaurants the ratio was practically reversed with 59.9 per cent being females. The combined ratio becomes almost even, the males having a slight advantage with 51.6 per cent.

A comparison of the white and colored city population with the employment of the two races in hotels and restaurants is shown in Figure 2. The entire city has a colored population of approximately 20 per cent. The hotels employed 38.8 per cent colored workers, while the percentage employed by restaurants was 23.9.

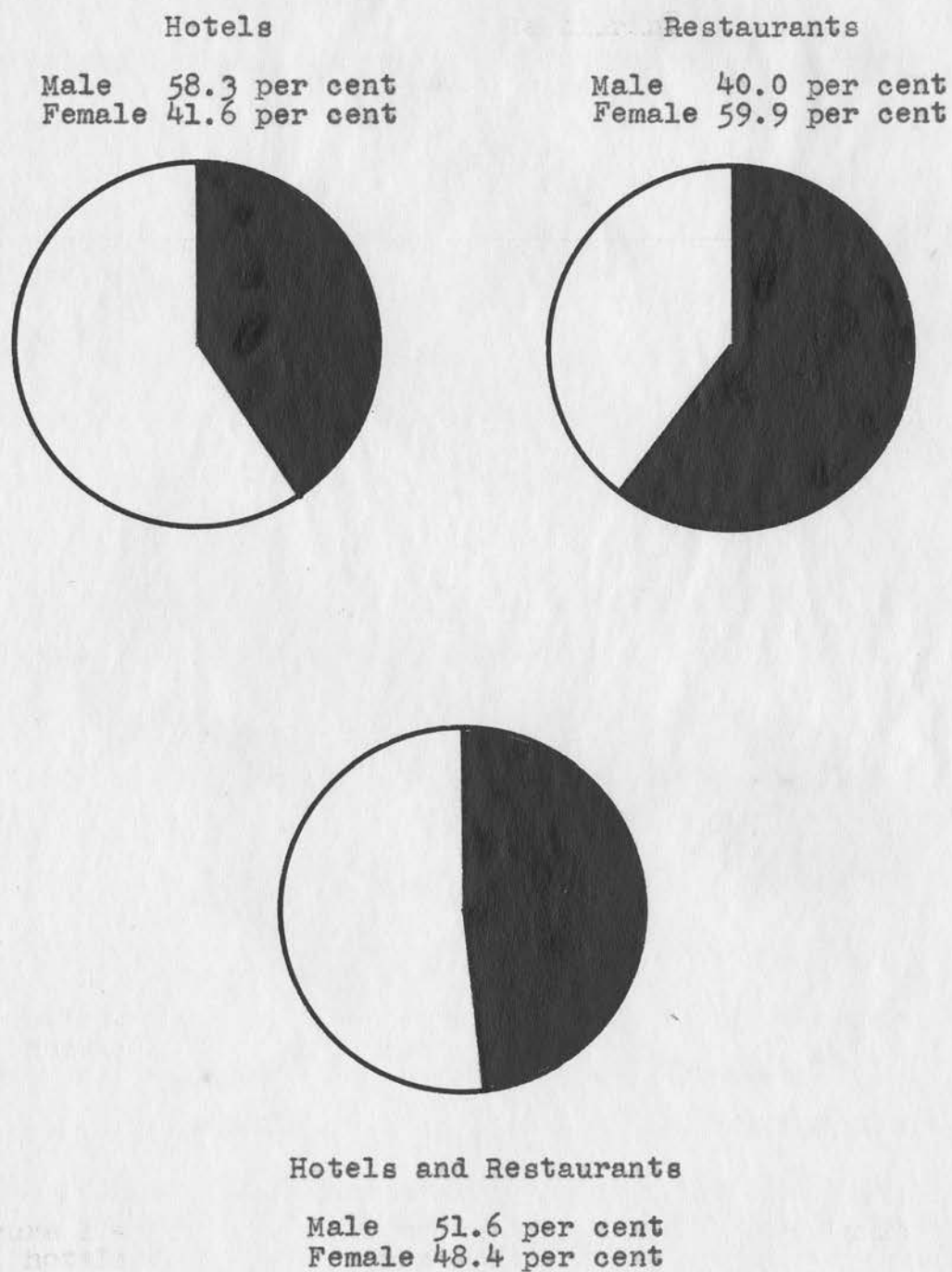
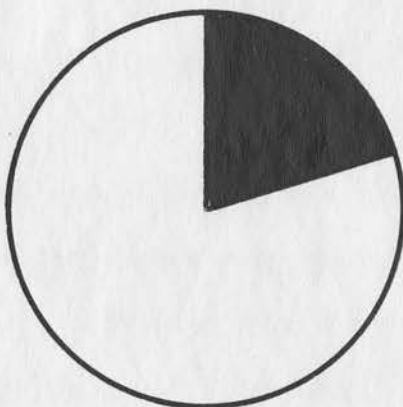
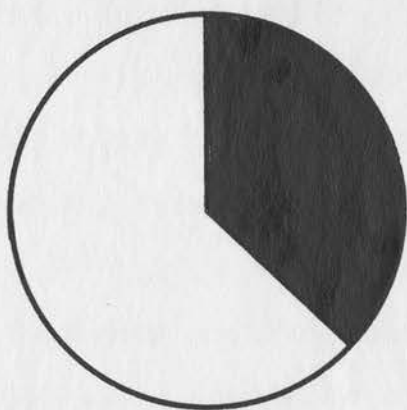


Figure 1.--Percentage of male and female workers in 24 hotels and 50 restaurants in Atlantic City

City Population

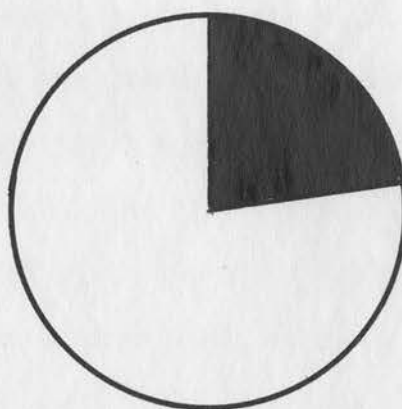
White 80 per cent

Colored 20 per cent

Employment

Hotels

White 61.1 per cent
Colored 38.8 per cent



Restaurants

White 76.0 per cent
Colored 23.9 per cent

Combined Hotel and Restaurant Employment

White 66.6 per cent

Colored 33.3 per cent

Figure 2.--Percentage of white and colored city population and workers in 24 hotels and 50 restaurants in Atlantic City

Chapter V

DISCUSSION

The hotel and restaurant business has for some time been the most important enterprise in Atlantic City. In this community 75 per cent of the calls received by the Employment Service come from this industry. From the literature as well as the findings of this study, it was clear that great need exists for training hotel and restaurant workers, both in Atlantic City and elsewhere throughout the nation. All these considerations indicate very definitely that the schools, which heretofore have done little to meet these training problems, might well investigate ways in which they could be of service.

Of the 8,372 persons employed in the hotels and restaurants studied, more than one third were waiters and waitresses. Since this is by far the largest group, the needs in this area should be given first consideration if a training program is to be established. Less than one quarter of these jobs were filled by men, and only one sixth were colored. This job then appears to be held predominately by members of the white race, particularly women. Little opportunity exists for employment of colored persons in any sizable number. Most of the

hotels and restaurants indicated the desire that training in food service be given by the school.

The second largest group of workers was the dishwashers. They comprised about 8.5 per cent of the total employed. They were predominantly male and colored. According to the hotel and restaurant owners these jobs require little or no training. There appears, consequently, to be little justification for setting up a course in this skill area.

Cooks and bakers formed the third largest group of workers. They were largely males of the white race. This field of employment for women and colored workers appears very limited. There is currently being conducted at the Atlantic City Technical High School a small scale course for "chefs and bakers." It provides limited training for a small number of high-school age students in connection with the school cafeteria.

The maids, bus boys, and cleaners, each were fairly sizable groups in numbers employed. The employers did not place much emphasis upon training for these positions. One fourth of the hotel managers, however, expressed an interest in training for chamber maids.

Many pay-roll jobs were seasonal with a high rate of turn-over reported in almost all of the seasonal jobs. This high rate of turn-over agrees with one study found in the literature made in 1940 of the food service

industries in Springfield, Illinois. It would seem doubtful that the causes of turn-over in the two cases were the same, since the jobs in Springfield probably would not be seasonal, at least to the degree they are in Atlantic City. The president of one Atlantic City restaurant chain said that their employment during the slack season from October to May was about 60 per cent of their peak employment during the summer months. The Employment Service also indicated that in both industries, during the slack season, a large number of workers were hired temporarily and subsequently separated. The policy of some restaurants was to retain their key staff of chefs, cooks, sandwichmen, a cashier, and a few waitresses during the slack season. This would tend to reduce the rate of turn-over in these groups. The key food preparation personnel are sufficiently important to warrant their being retained during the slack season. This assures a well-trained nucleus around which less-experienced help can be used during the peak period.

In spite of what appeared to be a high degree of employment fluctuation, several of the larger hotels reported no jobs as seasonal, with turn-over correspondingly low. This appeared to be the result of the large convention business during the off-season, and the practice by a rather select clientele of visiting these hotels frequently during the fall and winter. The

relative stability of both the hotel and restaurant fields are indicative that some type of training could be provided by the schools on a sound basis.

It is rather significant that the hotels desired a more mature employee, most of them requiring all employees to be 21 years of age or over. While the emphasis may have been on maturity largely because of its possible favorable effect on stability of employment, probably the influencing factor was the State law which automatically limits the employment age to 18 for routine workers and to 21 for waiters and waitresses in establishments where liquor is sold or served. Only one of the larger hotels and only the smaller restaurants did not serve or sell liquor. Thus the opportunities for waiters or waitresses being employed under 21 years appear very limited. Many of the restaurants, however, that did not serve liquor employed waitresses at 16 and 17. It would seem that a limited in-school training program for this group would be practical, providing that the numbers were kept reasonably within the local employment needs.

It appeared that beginners were employed for the most part only in those jobs which required little or no training prior to employment. It is wondered whether the hotel and restaurants would change their practice and employ beginners in other jobs if an adequate hotel and restaurant training program were functioning in the

school. Judging from the enthusiastic expressions of interest by representatives of both of these fields, it is possible that such might be the case.

It is significant that the hotels wanted high-school graduates for jobs in which the workers come in contact with their guests. A training program for these workers probably would have to be on a basis leading to a high-school diploma, or be given subsequent to high-school graduation.

Aside from the necessary legal health standards, physical requirements are rather general, both as found in the literature, and as stated by hotel and restaurant representatives. The handling of loaded trays and long hours of standing, both call for stamina and strength on the part of those engaged in food serving. Other less strenuous jobs place fewer demands upon the physique. Personality factors and interest in people must not be overlooked in selecting and preparing trainees for the positions where dealing with people is important.

It was noted in the preceding chapter that the hotels and restaurants included in the survey employed approximately an equal porportion of male and female workers on their staff. It was noted also (Table 19) that the general population in Atlantic City was approximately 20 per cent colored. The hotels studied employed about 39 per cent of this race, while the restaurant

sample showed about 24 per cent. The combined figure for both industries was about 33 per cent. Allowing for the fact that the sampling may not have been altogether representative of the entire combined industries, it is safe nevertheless to assume that the proportion of colored employed in hotel and restaurant work is not less than the proportion of the race in the general population of Atlantic City. It is true that most of the jobs were of a menial nature. With adequate training, avenues might open leading to higher positions.

The National Restaurant Association has for some time been encouraging and even sponsoring training programs for restaurant workers. These, however, have been on a college level only, pointing toward managerial positions.

Cornell University has had a hotel administrators course for a number of years. They also have special summer courses available for workers already employed in hotel or restaurant work. A number of other colleges, among them Michigan State, and Washington State have more recently established courses in hotel work. These again are on a college level.

The hotel and restaurant jobs in which the greatest number are employed require training below college level. Some of it should be highly specialized. It would seem that the logical agency for such a training

program would be our public high schools or vocational schools.

Two attempts to meet these needs by secondary school programs were reported respectively, in New York State and Florida.

The New York State plan operating in the Adirondacks was to train young people to be waiters, waitresses, and chamber maids. The program was in two parts, a preliminary course given in several different centers at the same time, followed by a practical course providing actual hotel experience and training in a hotel. The preliminary course, dealing with fundamentals of hotel operation, was offered on a part-time basis, with classes meeting from 4:00 to 6:00 P.M. five days per week for a total of 24 sessions. The second phase of the program was practical experience in a hotel where the students were all brought together and given actual supervised experience in a hotel. This course covered a 10 day period. The large majority of graduates obtained hotel positions in the field for which they were trained.

The other program was one given at Miami, Florida. A hotel closed for the off-season was loaned to the school. The students learned how to operate the hotel by taking turns as the "guests" and the "staff." The enrollment included waiters, waitresses, housemen, bellmen, and front office workers. The course required

from four to 10 weeks. Full cooperation of all the hotels in the area was given in employing the graduates. While the slack season in Atlantic City is probably not as pronounced as in Miami, because of the large convention business, nevertheless it would seem possible and practical to enlist the cooperation of the Chamber of Commerce and the Hotelmen's Association in obtaining the use of one of the side-street hotels during the slack period to carry on a short term practical experience program for workers in similar areas.

It was noted previously that most hotels and restaurants required that workers in nearly all jobs be experienced and over 21 years of age. These requirements would seem to eliminate any program excepting extension classes for those already employed. It is possible that the experience requirement might be waived or modified if the hotels and restaurants were cooperating with the school in a training program.

The need for chefs, cooks, and bakers is great in Atlantic City. As one restaurant man said,

The importance of these jobs to the hotels or restaurants is usually underestimated by the layman. Likewise, perhaps not many realize that they are among the highest paid jobs in the industry, with weekly salaries ranging from \$100 to \$250.

Instruction for these trades might be offered in two ways: (1) Basic trade courses in the Technical

High School on a regular high school basis. (2) Since these skilled jobs are apprenticeable, an apprentice training program is feasible. The required hours of related instruction could be supplied by the schools. There should be no difficulty in recruiting apprentices if qualified persons were made aware of the possible salaries.

One restaurant manager said that the older chefs and cooks would welcome a refresher course to bring them up to date on new developments in this field. A trade extension program would appear to be the logical one to meet these needs.

While the number of front office workers is relatively small, training should be provided for this group, inasmuch as the basic skills and knowledge required by the hotels are common to almost any business. The present academic high school now has a commercial course which should meet the basic needs.

If the experience requirement could be circumvented, then there might be trained also high-school graduates on a post-secondary school level in various jobs for whatever length of time needed for mastery. The New Jersey law prohibiting the employment of minors under 18 in liquor serving food establishments would undoubtedly prevent an instructional program involving work experience for minors under 18. The actual study itself, however, was to determine pay-roll jobs in which hotels and

restaurants felt training could be given by the schools. These industries were not asked for their opinion concerning how the programs should be organized.

Recommended units

The leading hotel men and restaurant men in Atlantic City for some time have been urging the school administrators to provide a training program for their workers. Most of those interviewed during the course of the survey were very much interested in the tentative plans for establishing such a program. Many of them took time to give serious consideration to suggestions as to the type of program which they thought would best meet the needs of workers in these fields. For the most part, they were generally agreed that the food preparation and food serving groups should have a training program for beginning workers. Quite a number thought that some kind of instruction should be made available for experienced workers in those same areas. A large number wanted their supervisory staffs to have special training. It is quite possible that the results of a training program given for the department heads of one of the largest hotels by the writer in 1947 influenced many in listing this group. Several thought also that the managers and assistant managers, and telephone workers should be included.

Two managers suggested a basic hotel curriculum

to embrace the fundamentals of hotel operation as a whole. Another thought that just a basic high-school education would be adequate since in his opinion most of the knowledge and skills for most of the pay-roll jobs would have to be obtained on the job.

One manager indicated that the Hotel Greeters Association (an organization within the Hotelmen's Organization) had plans for starting a specialized training program in the fall of 1948 to provide training for front office, clerical, stewards, wine stewards, food service, and advertising. Even if such a program were started by the hotel men there would still be need for the school to assist in providing training in other areas and also to provide training for the restaurant workers.

As a result of the findings of this study, and with particular attention given to the suggestions of the hotel managers and restaurant operators, the following units are recommended for a training program that might be set up by the public schools:

In-school program

High school trade course

Cook

Baker

Sandwich man

Pantry worker

High school commercial course

Cashier

Stenographer

Clerk

Telephone operator

Out-of-school program--practical training for
beginning workers

Waiter and waitress
Chamber maid
Bellman
Front office jobs

Apprentice program

Chef and cook
Baker

Trade extension

Department head
Manager
Assistant manager
Chef and cook (refresher)

Suggestions for further study

One of the outcomes of this survey has been the realization that there is need for further study before a training program for hotel and restaurant workers is set up in Atlantic City. Information along the following lines is needed:

1. What are the practical aspects of setting up a post-high school training program for certain areas in the hotel and restaurant industries?
2. To what extent will restaurants and hotels cooperate with the school in providing facilities for practical training programs?
3. What are the legal aspects of employing minors on a school-work program?
4. To what extent will hotels and restaurants

cooperate with the school in setting up a school-work program?

5. What support would hotels and restaurants be able to give to high school trade courses in cooking and hotel management?

6. What is the attitude of the hotels and restaurants regarding the establishment of apprentice training for cooks and bakers?

7. To what extent will the hotels and restaurants cooperate in arranging for experienced workers to take refresher or trade extension courses on company time?

8. What is the attitude of the labor union toward a training program?

9. What units should be given on an in-school basis; on an out-of-school basis; on a trade extension basis?

10. What should be the length of the training period for each pay-roll job?

Chapter VI

SUMMARY

Atlantic City has the distinction of being a great convention city as well as one of the most popular resort centers in the country. Approximately 415 hotels and more than 200 restaurants accommodate an estimated 12 million visitors yearly.

While the city has a fine system of public schools with vocational training offered in certain mechanical trades, dressmaking, and beauty culture, little or nothing has been done to provide a training program for the hotel and restaurant workers.

This study represents an attempt to determine what areas and units of training should be included in a program for these workers. To solve the problem an effort was made to find out what were the pay-roll jobs, the annual labor turn-over, employment requirements, and the opinions of the hotel and restaurant managers regarding the areas and units for which training should be provided.

To obtain pertinent data for solving the problem, two check sheets were developed, one for the hotels and one for the restaurants. Twenty-four hotels and 50 restaurants were selected for the study. The survey was

carried on by making a personal call to each establishment to discuss the objective of the study and leave the check sheet for some member of the staff to fill in the statistical data. A return call was made a few days later to check on the progress and to discuss the questions on the check sheet which the manager was asked to answer personally.

In tabulating the data it was found that 5,255 workers were employed in the hotels and 3,117 in the restaurants covered by the survey. The waiter and waitress group was by far the largest, comprising more than one third of the total employees in both industries. Dishwashers ranked second, with cooks and bakers a close third. About an equal number of men and women were employed in both industries. About 33 per cent of the hotel and restaurant workers were colored. This is in contrast with a proportion of 20 per cent colored in the general population of Atlantic City.

It was significant that most of the hotels and restaurants required their workers to be experienced and 21 years of age or over. The age requirement was undoubtedly influenced by a New Jersey State law limiting the minimum age to 18 for routine workers and to 21 for waiters and waitresses in establishments serving liquor. Most of the managers required workers coming in contact with the public to be high-school graduates, as well as

to have pleasing personalities. Beginning workers were employed only in those jobs which required little or no training.

Aside from the legal health standards, physical requirements were expressed in general terms. The handling of loaded trays and long hours of standing calls for stamina and strength on the part of those engaged in food serving.

There was a high relation between labor turn-over and the seasonality of the job. Most of the jobs in which labor turn-over was high were also reported as seasonal.

Both the hotel and restaurant managers generally thought that a training program should be provided for beginning workers in the food preparation and food serving areas. Many hotel men wanted training for beginning telephone operators. A considerable number also desired training for experienced workers in the rooms area and for their supervisory staff. Two hotel men suggested a hotel curriculum embracing the fundamentals of hotel and restaurant operation to be given in high school.

In view of the fact that most hotels and restaurants wanted experienced workers 21 years of age or over, these requirements would seem to eliminate any training program excepting trade extension classes for

those already employed. It is possible that the experience requirement might be waived or modified if the hotels and restaurants were cooperating with the school in a training program.

As a result of the findings and with particular attention given to the suggestions of the hotel and restaurant men, the following units were recommended for a training program:

In-school program

High school trade course

Cook
Baker
Sandwich man
Pantry worker

High school commercial course

Cashier
Stenographer
Clerk
Telephone operator

Out-of-school program--practical training for beginning workers

Waiter and waitress
Chamber maid
Bellman
Front office jobs

Apprentice program

Chef and cook
Baker

Trade extension

Department head
Manager
Assistant manager
Chef and cook (refresher)

A P P E N D I X

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Appendix A.--HOTEL CHECK SHEET

Hotels

[illegible]

Hotels

[illegible]

Hotels

[illegible]

Hotels

[illegible]

James C. McLaughlin, 1844

135

Experienced Workers

Rooms

Food Preparation

Food Serving

Laundry

Athletic and Social

Telephone

Health Baths

Sea Bathing

Miscellaneous Classification

A Survey of Employment In the Hotel and Restaurant Fields in Atlantic City, N. J.

Name of business.

Address.

Date.

Person supplying data.

Position.

3. Are your guests beginning to ask for services that are not provided at the present time? Explain.

4. Remarks:

Appendix B.--RESTAURANT CHECK SHEET

A Survey of Employment in the Hotel and Restaurant Fields in Atlantic City, New Jersey

Restaurants

[illegible]

in the Hotel and Restaurant Fields in Atlantic City, N. J.

... In what areas do you feel

in the Hotel and Restaurant Fields in Atlantic City, N. J.

137

Experienced Workers

Rooms

Food Preparation

Food Serving

Laundry

Athletic and Social

Telephone

Health Baths

Sea Bathing

Miscellaneous Classification

2. What units of training (payroll jobs) in the above areas do you consider most desirable for inclusion in a vocational training program?

A Survey of Employment

In the Hotel and Restaurant Fields in Atlantic City, N. J.

Name of business.

Address.

Date.

Person supplying data

Position

3. Are your guests beginning to ask for services that are not provided at the present time? Explain.

4. Remarks:

Appendix C.--INFORMATION SHEET FOR
COMPLETING CHECK SHEET

Column 1. - Number employed -

Enter number employed in each payroll job.
(Max. number past 12 months) Indicate whether
male or female - white or colored.
Write-in under miscellaneous items any payroll
job not listed.

Column 2. - Is employment seasonal? -

Check yes, or no. If yes, - indicate dull and peak
seasons. Exp. - Oct. - Mar., etc.

Column 3. - Labor turn-over -

Check in proper column whether none, medium, or high

Column 4. - Number beginners employed each year -

Those with no experience in the field in which employed.
(Total past 12 months)

Column 5. - Employment requirements -

Male or female

Min. age. If employed at minimum age - indicate as
min. leg. If definite age requirements are set up
indicate as 25, - or 25-30, etc.

Education or training -

College - high school - 8th grade - none

Special training program

Experience -

None - 3 mo. - 6 mo. - 1 yr. - 2 yrs., etc.

Special physical requirements -

Good eyes - good hearing - good feet, etc.

Quest. 1. - Indicate with check mark in beginning workers - or
experienced workers columns, or both, those areas
in which you feel that your particular hotel or
restaurant needs training that the schools can pro-
vide. Write-in under miscellaneous classifications
any area not listed.

Quest. 2. - List the names of all payroll jobs that you consider
most desirable for inclusion in a vocational training
program.

Quest. 3. - You should consider this question carefully before
answering.

Quest. 4. - It is quite possible that some of the most valuable
material coming out of this study may stem from this
question. Please give this your most careful con-
sideration before answering.

Fill-in information requested at top of page.

Note - The basic purpose of this study is to assist the Atlantic
Board of Education in setting up an effective training
program for workers, or prospective workers, in the hotel
and restaurant business in Atlantic City. All information
will be held confidential.

Appendix D.--HOTELS COVERED BY SURVEY

ATLANTIC CITY HOTELS COVERED BY THE SURVEY

<u>Name of Hotel</u>	<u>Number of Rooms</u>
Ambassador	625
Breakers	375
Brighton	305
Chalfonte-Haddon-Hall	1000
Chelsea	375
Claridge	400
Colton Manor	250
Dennis	475
Eastbourne	75
Flanders	125
Jefferson and Monticello	318
Lafayette	200
Madison	210
Marlborough-Blenheim	477
Mayflower	285
Morton	300
President	500
Ritz-Carlton	465
Seaside	209
Senators	270
Shelburne	333
St. Charles	300
Strand	300
Traymore	550

Appendix E.--RESTAURANTS COVERED BY SURVEY

ATLANTIC CITY RESTAURANTS COVERED BY THE SURVEY

<u>Name of Restaurant</u>	<u>Seating Capacity</u>
American Greek	54
B & C	57
Bill's Luncheonette	29
Bluebird	104
Captain Chris' Oyster House	30
Charbet's, Broadwalk	260
Charbet's, Ventnor Ave.	144
Child's	660
DiCanios	68
DiLullos	140
Dion's	130
Dock's Oyster House	52
Dragon's Den	104
Dutch Kitchen	94
G & W	140
Hackney's	3000
Heilig's	160
Herman's	350
Howard Johnson's	160
Jem	128
Julia Thomas (Mrs.)	20
Kelly's	30
Kent's	650
Knife & Fork Inn	131
Kornblau's	176
Lido Village	130
Lieinan's Jewish	120
Lincoln Lunch	22
Lotus Grill	20
Luigi's	54
Mammy's	200
McGee's	100
Michigan Lunch	22
Monty's	100
Neptune Inn	160
Phil's Quality Lunchroom	20
Red Lobster	120
Rex Italian	100
Santa Rita	72
Savoy	103
Shumsky's	375
Spence	180
Stanley	250
Starn's	580
Strand	144
Surf Bar	60
Tompkins	40
Triangle Cafe	40
Van Tassell's	120
Vienna	455

Appendix F.--LETTER FROM PRESIDENT OF
RESTAURANT ASSOCIATION



Founded 1903

KENTS RESTAURANT & BAKING CO.

GENERAL OFFICES-1214 ATLANTIC AVENUE

ATLANTIC CITY, NEW JERSEY

November 6, 1947

TO RESTAURANT OPERATORS IN ATLANTIC CITY:-

Mr. C. E. Highlen, Principal of Atlantic City Technical High School, is making an extensive study of employment in Atlantic City's restaurants, with a view of using the information so obtained in assisting him to set up the most effective and desirable vocational school training in the City.

Mr. Highlen has explained his purpose to me and this letter is to advise you that we have freely given him the information he wants about the number of people we employ in the various classifications, etc. I would like to express the hope that you will also cooperate with him because the figures which he obtains, added together, may be very helpful to us in the Atlantic City Restaurant Association at some time in the future in demonstrating the importance of the restaurant industry in the economic and business life of Atlantic City. Therefore, it may be that we shall be of considerable assistance to ourselves in the future by taking the trouble to dig out this information for him now. I can easily believe that the employment in Atlantic City's restaurants and the number of people dependent upon them for a living is a considerably larger proportion of the total population of Atlantic City than is generally realized.

If you can help Mr. Highlen bring out the true facts, they may be of real assistance to us in the future when we need to get public or official support or backing for something which affects the restaurant business here.

With best regards, I am

Sincerely yours,

Kenneth B. Walton
President

KBW:bjp

Appendix G.--LETTERS FROM NEW JERSEY STATE
EMPLOYMENT SERVICE

(C O P Y)

State of New Jersey
Unemployment Compensation Commission

NEW JERSEY STATE EMPLOYMENT SERVICE DIVISION

Affiliated with
United States Employment Service

1433 Bacharach Blvd.
Atlantic City, N. J.

Office of the Manager

Local Employment Office:

July 14, 1948

C. E. Highlen
631 S. Grant Avenue
Fort Collins, Colorado

Dear Mr. Highlen:

Following is the information you requested of Mr. Dugan
in your letter of July 2nd.

1. Calls received per month (during peak period) for
workers:

From Hotels500
From Restaurants400

List of pay-roll jobs for which employees are
requested:

Hostesses	Restaurant Managers
Checkers - Food & Beverage	Oystermen
Waiters	Chefs
Waitresses	Second Cooks
Busboys	Fry Cooks
Waiter - Captain	Broiler Cooks
Waiters - Head	Bakers
Wine Stewards	Pantrymen & women
Bartenders	Kitchen Helpers
Bar Boys	Dishwashers
Cashiers	Porters
Stewards	Roast Cooks

Coffee Makers
 Sandwichmen
 Relish girls
 Pastry Cooks
 Garde Mangers
 Storeroom men
 Laborers - Hotel
 Detective
 Auditors
 Stenographers
 Typists

Short Order Cooks
 Counter men
 Laundry workers
 Stationary Engineers
 Firemen
 Maintenance men
 Bellmen
 Housemen
 Chambermaids
 Valet
 Room Clerks

Above are many of the job titles found in Hotels and Restaurants. However, in the larger establishments, particularly large hotels, there are many more job titles to be found.

2. Hotel and Restaurant employers' requests for workers are filled to the extent of 86%.

Local workers 70%
 Out-of-town workers 30%

3. Restaurant jobs are not normally considered a stepping stone for similar jobs in hotels.
4. 75% of our calls are from hotels and restaurants.

/s/ William J. Cox
 /t/ WILLIAM J. COX
 MANAGER

WJC/c

(C O P Y)

N E W J E R S E Y

L A B O R M A R K E T I N F O R M A T I O N

SPECIAL REPORT
May 28, 1948

Unemployment Compensation Commission
New Jersey State Employment Service Affiliated With
United States Employment Service

Russel J. Eldridge 219 E. Hanover Street,
State Director Trenton 8, N. J.

ESTIMATED TOTAL EMPLOYMENT IN HOTELS,
EATING AND DRINKING ESTABLISHMENTS
IN ATLANTIC CITY, NEW JERSEY.

A reliable estimate of the total number of persons more or less permanently employed in these industries is difficult to compile because of high degree of fluctuation in business activity during certain seasons of the year and within certain months.

The following estimates of total employment are believed to be as reliable as is possible under these circumstances:

	<u>HOTELS</u>		<u>EATING & DRINKING ESTAB'LS.</u>	
	<u>April 1940</u>	<u>March 1947</u>	<u>April 1940</u>	<u>March 1947</u>
TOTAL	4,400	6,100	1,800	2,300
MALE	2,500	3,400	1,000	1,100
FEMALE	1,900	2,700	800	1,200

Demands made by summer resort activities during July and August increase these estimates tremendously if all influencing factors are favorable, as do demands made by Convention Activities during Spring and Fall seasons. In both industries, during the above mentioned periods, a large number of persons are temporarily hired and subsequently separated; some of whom find temporary employment

with other establishments and are again separated within the same pay period; which results in a distorted picture of the actual number of persons employed at any given time.

The Unemployment Compensation Commission of the State of New Jersey gives the following tabulation of the number of covered jobs in these industries in September 1946:

	<u>HOTELS</u>	<u>RESTAURANTS</u>
NUMBER OF UNITS	99	183
NUMBER OF JOBS	8,507	3,602

Using this as a basis, it is safe to assume that, during a favorable summer season, approximately 10,000 persons are utilized in the Hotel industry and approximately 5,000 persons in Eating and Drinking establishments of all types.

/s/ William J. Cox

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