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Attorneys for Plaintiffs

UNITED STATES DISTRICT COURT

NORTHERN DISTRICT OF CALIFORNIA

BETTY DUKES, PATRICIA SURGESON, CLEO PAGE, CHRISTINE KWAPNOSKI, DEBORAH GUNTER, KAREN WILLIAMSON AND EDITH ARANA, on behalf of themselves and all others similarly situated,

Plaintiff,

vs.

WAL-MART STORES, INC.,

Defendant

Case No. C-01-2252 MJJ

DECLARATION OF WILLIAM T. BIELBY, Ph.D IN SUPPORT OF PLAINTIFFS' MOTION FOR CLASS CERTIFICATION

I, William T. Bielby, declare that:

1. I have been retained by Brad Seligman and Jocelyn Larkin of the Impact Fund and by the law firm of Cohen, Milstein, Hausfeld & Toll, counsel for plaintiffs in *Betty Dukes, et al. v. Wal-Mart Stores, Inc.* ("Wal-Mart"). I have been asked to review materials pertaining to personnel policies and practices of Wal-Mart and to address three issues. The first is whether key elements of the personnel system at Wal-Mart are uniform across the U.S. retail divisions. Second, I have been asked to determine whether uniform features of the Wal-Mart personnel system create barriers to women's career advancement in the company, especially with respect to promotion into management and compensation. The third issue I have been asked to address is the adequacy of Wal-Mart's policies and practices in the areas of affirmative action, equal employment opportunity, and diversity for identifying, monitoring, and eliminating potential discriminatory barriers faced by women employed by the company.

2. I have testified as an expert witness in both California Superior Court and Federal Court on cases involving workplace discrimination. I have served as an expert in several other cases involving issues of gender discrimination in large, multi-establishment national and regional retail firms, including class action cases involving Lucky Stores, Publix, Sherwin-Williams, and Home Depot. A list of cases in which I have been identified as an expert or have given expert testimony since 1998 is attached as Exhibit A.

3. I have received a Ph.D. in Sociology from the University of Wisconsin--Madison in 1976. I also have a B.S. in Electrical Engineering and a M.A. in Social Sciences from the University of Illinois. I am currently Professor of Sociology at the University of California, Santa Barbara, where I chaired my department from 1992 to 1998. I am also affiliated with UCSB's Department of Statistics and Applied Probability. Among my former positions are Visiting Professor of Management at UCLA and Fellow at the Center for Advanced Study in the Behavioral Sciences at

Stanford. I teach graduate and undergraduate courses on organizational behavior, research methods for the social sciences, labor markets, quantitative methods, and social inequality. I also specialize in research in each of these areas. Over the past twenty years, much of my research has focused on issues of workplace discrimination, and on organizational policies and practices more generally. My research on these topics has been supported by four grants from the National Science Foundation, and it has been published in leading peer-reviewed social science research journals. My Curriculum Vitae is attached as Exhibit B.

4. I have received national awards from three different professional associations for my research on gender, labor markets, social psychological aspects of work, and organizational personnel practices. I have served on numerous panels, advisory committees, and professional workshops on topics relating to workplace discrimination, organizational personnel policies and practices, and research methodology. I have served as an advisor, consultant, or reviewer for the following organizations and agencies: the U.S. Bureau of the Census, the U.S. Department of Justice, the U.S. Department of Labor, the National Science Foundation, the National Institute of Mental Health, the National Academy of Sciences, the University of Michigan's Institute for Social Research, Stanford University, and the Writers' Guild of America, West. I have also served on the editorial boards of leading social science journals, and I regularly review manuscripts for scientific journals on topics relating to organizational behavior, employment discrimination, gender and work, and research methodology. I have been elected to several offices in the American Sociological Association. I served for three years on the ASA Council, the organization's governing body, and I am currently President of the Association.

5. My consulting rate is $275 per hour, plus expenses. My rate for time spent in depositions $550 per hour, with a four-hour minimum per day.

6. I have reviewed the deposition testimony of Wal-Mart managers responsible for creating and implementing the company's personnel policies, as well as the testimony of managers who made decisions about compensation, hiring, promotion, job assignment, and related personnel matters. I have also reviewed the documents used as exhibits in the depositions of these individuals. Among others, in the human resources and diversity areas I have reviewed the testimony of Kevin Harper, Vice President of the People Division Wal-Mart Stores and Specialty Group; Coleman Peterson, Executive Vice President, People Division; Charlene Jarrells Porter, Senior Vice President, People Division; Jeffrey Reeves, former Sam's Club Vice President of People; and several People Directors and Regional Personnel Managers. At the senior executive and operations levels, I have reviewed the deposition testimony of Thomas Coughlin, President and Chief Executive Officer of Wal-Mart Stores Division; Don Harris, Executive Vice President of Merchandising and former Executive Vice President of Operations of Wal-Mart Stores; Jim Haworth, Executive Vice President of Operations and Chief Operating Officer of Wal-Mart Stores; and I have also reviewed the testimony of current and former Divisional Vice Presidents, Regional Vice Presidents, District Managers, and Store Managers. A complete list of the depositions I reviewed appears in Exhibit C.

7. The documents I reviewed included: organizational charts; correspondence, memos, reports, and presentations relating to personnel policy and practice, diversity, and equal employment opportunity issues, and documents describing the culture and history of the company. In addition to documents that are deposition exhibits, I was also provided with the expert report of Dr. Marc Bendick and tables from the report of Dr. Richard Drogin.

8. In addition to the materials described above, I have also relied upon a large body of social research on organizational policy and practice and on workplace bias. Social research conducted across many decades has generated considerable knowledge about what generates and sustains workplace inequalities. That same research, either directly or by implication, points to the

kinds of workplace policies and practices that are likely to minimize bias. The relevant research has applied multiple methodologies in a variety of contexts, including experiments in controlled laboratory settings; ethnographies and case studies in "real world" organizations both large and small, public and private, and in a range of industries; surveys done with representative samples of workers and employers; and historical studies based on archival materials from the United States and abroad. Thus, the scientific evidence about gender bias, stereotypes, and the structure and dynamics of gender inequality in organizations that I rely upon has substantial external validity and provides a sound basis for analyzing the policies and practices of Wal-Mart. My method is to look at distinctive features of the firm's policies and practices and to evaluate them against what social science research shows to be factors that create and sustain bias and those that minimize bias. In litigation contexts, this method of analysis is known as "social framework analysis."[1]

9. Below, I first summarize my overall conclusions about gender bias and the effectiveness of anti-discrimination policies and practices at Wal-Mart. Next, I address the issue of uniformity in personnel policy and practice at Wal-Mart. After that, I describe the firm-wide policies and practices at Wal-Mart that create and sustain barriers to women's career success and the effectiveness of the firm's efforts to identify and eliminate those barriers and guarantee equal employment opportunity.

10. Centralized coordination, reinforced by a strong organizational culture, creates and sustains uniformity in personnel policy and practice throughout the organizational units of Wal-Mart. Subjective and discretionary features of the company's personnel policy and practice make decisions about compensation and promotion vulnerable to gender bias. Finally, I have concluded that there are significant deficiencies in the company's policies and practices for identifying and

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[1] See J. Monahan and L. Walker, *Social Science in Law: Cases and Materials*, Fourth Edition, Foundation Press, 1998,

eliminating barriers to equal employment opportunity at Wal-Mart. The basis for my conclusions is explained below.

11. Wal-Mart's People Division is responsible for corporate-wide human resource policy. Policies emanating from the Home Office in Bentonville are overseen by the Executive Vice President ("EVP") of the People Division, who described his duties as "overall responsibility for getting, keeping, and developing Wal-Mart talent worldwide."[2] The EVP reports to the company's President and Chief Executive Officer and sits on the corporate Executive Committee.[3] The senior human resources executives in each of the company's divisions report to the divisional top executives, with a "dotted-line" reporting relationship to the EVP of the People Division. For example, in Wal-Mart Stores Division 1, the Senior Vice President of People reports directly to the division's President and CEO, and reports indirectly to the EVP of the People Division, and a similar reporting relationship exists in the Sam's Club division.[4] These senior human resources executives meet weekly with the EVP of the People Division, where people activities in the divisions would be discussed.[5]

12. A Primary Policy Committee with representatives from each of the company's operating divisions as well as the Home Office formulates and approves all new human resources policies. A Secondary Policy Committee that includes representatives from the People Divisions of each of the operating divisions and the home office also reviews the policies, and ultimately all

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Chapter Five, "Social Science Used to Provide Context."

[2] The Executive Vice President's responsibilities cover Wal-Mart Division 1, the Specialty Divisions, and Sam's Club and the rest of the company's human resources operations worldwide (Peterson depo., p.8).

[3] Peterson depo., p. 11-12.

[4] Harper 30(b)6 depo., p. 235-237; Jarrells Porter depo. 30-32; Peterson depo., p. 26-29.

[5] Peterson depo., p. 27-28.

policies are approved by Wal-Mart's Executive Committee and Executive Vice President of People before being disseminated throughout the company.[6]

13. The human resources function is organized hierarchically within divisions. For example, in Division 1, the company's approximately 2800 stores are organized by six divisional areas, with five or six regions within each area, and 80 to 85 stores within each region.[7] Each store has an hourly employee with the title of personnel manager who coordinates hourly recruiting and "CBL" and performs payroll functions.[8] Overseeing store-level human resources activities, including staffing and compliance with government regulations and company policies, are the Regional Personnel Managers ("RPM"), and most of them work out of the corporate Bentonville Home Office. RPMs are responsible for the management staffing of stores (e.g., participating in the recruitment and selection of Store Managers and Co-Managers), overseeing the Management Career Selection process, and evaluating store management teams. Each of the thirty-five Regional Personnel Managers in Div 1 reports to one of the three People Directors at the Home Office, who in turn report to the Vice President of the Wal-Mart Stores People Division.[9] People Directors meet weekly with RPMs, provide them with training, direction, and support, and oversee training and orientation.[10] Mr. Harper, Vice President of the Wal-Mart Stores People Division, testified that among the responsibilities of his office are reviewing salary levels for district and regional

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[6]Hass depo., p. 24-30; Jarrells Porter depo., p. 28, 33-34; Reeves depo., p. 147-149.

[7]Harper 30(b)6 depo., p. 188-190.

[8]Harper 30(b)6 depo., p. 117-120.

[9]Harper 30(b)6 depo., p. 188-192; Harper depo., p. 18-21; Ellison depo., p. 75-78, 81; Ruiz depo., p. 150-152; "RPM Responsibilities" (WMHO369676). The human resources function has a similar hierarchical organization in the Specialty Divisions. Each Specialty Division has Regional Personnel Managers for One-Hour Photo, Tire Lube Express, and Shoes and Jewelry report to the heads of their respective divisional operating units. People Directors that report to the Vice President of the Wal-Mart Stores People Division also have responsibilities for Specialty Divisions (Harper depo., p. 20-27).

managers, setting start rates for Assistant Manager, Co-Manager, and Store Manager positions, and the rate of salary adjustments for hourly employees.[11]

14. Sam's Club has a similar hierarchical organization to its human resources function, with Regional Personnel Managers reporting to a Vice President of People.[12] Former Vice President of People at Sam's Club Jeffrey Reeves testified that 99% of the human resources policies of Wal-Mart Stores and Sam's Club were identical.[13] Wal-Mart Stores CEO Thomas Coughlin also testified that the policies of two operating divisions were generally the same.[14]

15. Wal-Mart's computerized information system is a key element of the company's uniform personnel policies. The uniform policies and guidelines are available throughout the company via the Pipeline intranet on-line database, and information relied upon by managers is distributed centrally via the Manager's Workbench.[15]

16. Wal-Mart is well known for its innovations in using sophisticated information systems to maintain centralized decision-making and control in its business operations. Writing in the *Sloan Management Review*, Thomas W. Malone, one of the leading experts on this topic, described Wal-Mart's centralized system as follows:

> By centralizing pricing, buying, and promotional decisions on a national level, Wal-Mart was able to deliver better-quality products for lower prices than most of its competitors - with the result that small towns across the United States are now filled with the empty hulls of local retail stores,

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[10] Ruiz depo., p. 141-142; 151-152; "People Director Responsibilities" (WMHO369677).

[11] Harper depo., p. 41-47.

[12] Reeves 30(b)6 depo., p. 14-15.

[13] Reeves depo., p. 148. The only difference that Mr. Reeves could think of was in the attendance policy; also see Hottinger depo., p. 32-35.

[14] Coughlin depo., p. 42-43.

[15] Hass depo., p. 23-34, 43-44, 52, 65-67, 95; Teng depo., p. 86-87; Harper 30(b)6 depo., p, 44-45, 58-59, 69-72, 126, 131-132, 149-150; Harper depo., p. 102, 113-114, 191-192; Mireles depo., p. 108-109, 183-184

> driven out of business by a Wal-Mart down the street. Other factors played a role, too, but a key factor that enabled Wal-Mart to centralize its decision-making was IT. With its famous state-of-the-art electronic ordering and inventory control systems, for instance, *Wal-Mart introduced a new level of connected, centralized decision making* into small-town retailing (emphasis added).[16]

Deposition testimony is consistent with this account of centralized control in operations, and it demonstrates that the same system of control extends to the human resources area. For example, each store manager receives a computerized daily recap for the store that includes detailed information on both operational and merchandising factors such as sales by department, price changes, inventories, and invoices, and personnel factors like computer-based learning ("CBL") completions, payroll, attendance, full-time and part-time hours, and evaluations. District managers get a similar recap for each store in their district, and Regional Vice Presidents get a recap twice weekly aggregated to the regional level.[17] District managers rely on these reports to intervene with store managers to address any exceptions that are not in compliance with company policy and guidelines.[18] Each month, a "People P & L" report is generated by the Home Office for each store, reporting information on separations, turnover, and workforce demographics. Aggregated reports are produced at the level of district, region, and division.[19]

17. In addition to acting upon information generated by reports rolled up from the store, district, regional, and divisional level, uniformity in human resources policy and practice is monitored via frequent store visits by District Managers and Regional Personnel Managers. District Managers are expected to visit each store in their District once every two weeks and submit reports

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[16] T. W. Malone, "Is Empowerment Just Fad? Control, Decision Making, and IT," *Sloan Management Review*, Vol. 38 (Winter), 1997, p. 23-35.

[17] D. Carter depo., p. 138-139; Ellison depo., p. 225-228; Raps depo., p. 183-186; Butler depo., p. 112-113.

[18] See, for example, Raps depo., p. 186-187; D. Carter depo., p. 139-147; Ellison depo., p. 228; Butler depo., p. 111-112. District Manager Vincent Martinez testified that his primary job duties were to ensure "that all the company policies and culture and beliefs are communicated, taught, and enforced" (Martinez depo., p. 224-5.

[19] Harper 30(b)6 depo., p. 179-180, 242-246; R. Carter depo., p. 31; Harper depo., p. 274-275; Butler depo., p. 192

about those visits to the Regional Vice President.[20] Each Regional Personnel Manager also travels weekly to visit stores in their region, and reports from those visits are submitted to the People Director responsible for the Region.[21]

18. An organizational culture is a shared set of values and beliefs about how things are done in the organization.[22] A strong and widely shared organizational culture promotes uniformity of practices throughout an organization. Wal-Mart is widely recognized by social scientists and management scholars as an organization with a strong culture, with practices and policies typical of such firms. These include the emphasis on the company's founder and its history, a mission statement defined by core values, frequent communication about the culture to employees, orientation and training about the culture for employees at all levels of the organization, promoting managers from the ranks of hourly employees, and rotating managers among locations.[23]

19. Wal-Mart materials make frequent mention of Sam Walton's personal biography, the history of his founding of the company, and how his personal values (and those of others in his family) became core beliefs and values for the company.[24] Personal encounters with Sam are

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[20] Harper 30(b)6 depo., p. 166; D. Carter depo., p. 134-5; Ellison depo., p. 219-221.

[21] Ludwig depo., p. 128-137; Martinez depo., p. 170, 174.

[22] See T. E. Deal and A. A. Kennedy, *Corporate Cultures*. Addison-Wesley, 1982; E. H. Schein, *Organizational Culture and Leadership*, Second Edition, Jossey-Bass, 1992; and J. Kerr and J. W. Slocum, "Managing Corporate Culture Through Reward Systems," *Academy of Management Executive*, Vol. 1, 1987, p. 99-108.

[23] Deal and Kennedy, *op cit.*; Schein, *op cit.*, W. Ouchi, "Markets, Bureaucracies, and Clans," *Administrative Science Quarterly*, Vol. 25, 1980, p. 129-141; C. D. Hansen and W. M. Kahnweiler, "Storytelling: An Instrument for Understanding the Dynamics of Corporate Relationships," *Human Relations*, Vol. 46, 1993, pp. 1391-1409; J. Martin, M. S. Feldman, M. J. Hatch, and S. B. Sitkin, "The Uniqueness Paradox in Organizational Stories," *Administrative Science Quarterly*, Vol. 28, 1983, pp. 438-453; T. Peters, "Symbols, Patterns, and Settings," *Organizational Dynamics*, Vol. 7, 1978, pp. 3-23; J. Pfeffer, "Management as Symbolic Action: The Creation and Maintenance of Organizational Paradigms," pp. 1-52 in *Research in Organizational Behavior*, Vol. 3, edited by L. L. Cummings and B. M. Staw, Jai Press, 1982; M .E. Boyce, "Organizational Story and Storytelling: A Critical Review," *Journal of Organizational Change Management*, Vol. 9 (No. 5), p. 5-26; W. Swap, D. Leonard, M. Shields, and L. Abrams, "Using Mentoring and Storytelling to Transfer Knowledge in the Workplace", *Journal of Management Information Systems*, Vol. 18 (Summer), 2001, p. 95-114.

[24] Muzingo depo., p. 97-106.

recounted as significant events in employees' lives, and stories about them are an important part of company lore.[25] The company's "Three Basic Beliefs" and other core elements of its mission and culture appear consistently in written, on-line, and video training and orientation materials.[26] Corporate culture is also a topic covered frequently in Wal-Mart World, the company newsletter distributed to all employees of Wal-Mart Stores and Sam's Club.[27] Corporate culture is an important element of company-wide meetings, including the annual shareholders meeting and events for managers and associates held at the beginning and end of the year.[28]

20. New employees learn the Wal-Mart culture by viewing videos about the company's history, completing CBL modules about elements of the culture, and reading the Associate Handbook.[29] Employees in Wal-Mart stores attend a daily meeting held at shift changes, where managers discuss the company culture and employees do the Wal-Mart cheer.[30] Additional instruction and orientation on the Wal-Mart culture is included as part of the training given to new managers and ongoing training given to managers at all levels of the company.[31] Wal-Mart and Sam's Club managers at the Home Office attend weekly Saturday morning meetings, and the first

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[25] Muzingo depo., p. 107-108; Scantlin depo., p. 55-57; Seaman depo., p. 71-72; D. Carter depo., p. 35-40; Sherman depo., p. 98-101; Oshier depo., p. 106-108; Wesbecher depo., p. 19-23.

[26] Muzingo depo., p. 114, 117-122, 125-128, 130-135.

[27] Muzingo depo., p. 133-134.

[28] Muzingo depo., p. 86-87; 147-148. Also see M. J. Schneider, "The Wall-Mart Annual Meeting: From Small-Town America to a Global Corporate Culture," *Human Organization*, Vol. 57, 1998, p. 292-299.

[29] Muzingo depo., p. 114-115; Seaman depo., p. 70-71.

[30] Muzingo depo., p. 86-87, 125; Hottinger depo. p. 83-84 and Oshier depo., p. 106-107 (on Sam's Club meetings and the Sam's Club cheer). The "Culture Topic Index" provided to store management states: "It is important for our Associates to understand how important culture is to their company. We have provided you with a culture topic for mandatory weekly discussions with all store Associates on each shift during store meetings." (BATES WMHO598668)

[31] Muzingo depo., p. 142-147.

meeting of the month is devoted to a culture topic.[32] According to Ms. Muzingo, the company's 30(b)6 deponent on corporate culture, the meetings are a deliberate effort to sustain the culture as the company grows:

> I think as a company we recognize, as we get larger that we are going to have to work hard to make sure that the culture stays intact. And so we look for lots of ways to do that. And one of them is that you have this large group of people that comes together on a weekly basis and so it's a good opportunity
>
> And certainly that audience of people are largely comprised of individuals that travel out to the stores on a weekly basis, and so that's a good way to make sure that they're being trained and exposed to the culture in the hopes that when they go to the stores they also will be training and developing people on the culture.[33]

21. In sum, consistent with the organizational research on this topic, Wal-Mart's distinctive corporate culture is sustained by focused efforts of the firm through on-going training and socialization, communication specifically designed to reinforce its distinctive elements, promotion from within and relocating managers from store to store, and shared experiences among employees that build commitment to shared beliefs and values. As a result of these efforts, employees achieve a common understanding of the company's ways of conducting business.[34] This can be seen in the way various operational and personnel practices that might otherwise be coordinated solely by written rules enforced from above become part of the company's culture. Examples of these, which are fully understood by nearly all employees, are concepts such as SWAS ("store within a store"),

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[32] Muzingo depo., p. 135-142; Butler depo., p. 77-78; Ludwig depo., p. 112-113; Martinez depo., p. 166-168. Also see "Saturday Morning Fever: Wal-Mart's Weekly Meeting," *The Economist*, December 8, 2001.

[33] Muzingo depo., p. 141. Ms. Muzingo went on to explain that one reason experienced managers are included in the meeting is to teach the culture to those who are new to management (Muzingo depo., p. 142).

[34] Deal and Kennedy, *op cit.*; Ouchi, *op cit.*

CBWA ("coaching by walking around"), "Grass Roots," "Open Door," "Store of the Community," "Every Day Low Prices," "Ten Foot Rule," "Sun-Down Rule," and "Servant/Leadership."[35]

22. At Wal-Mart in 2001, women outnumbered men by nearly two to one in the hourly ranks (65.2% female for Wal-Mart and Sam's combined, Drogin Appendix Table 5a) and men outnumbered women by almost two to one in salaried management positions (33.2% female). At Wal-Mart Stores (Wal-Mart/Supercenter/Neighborhood Markets) in 2001, women's representation among hourly supervisors (78.5% of Team Leaders, job code 101) exceeded their representation among hourly salespersons (64.4% of Sales Associates, job code 501; see Exhibit D). Sales Associate is the largest job classification in the company, employing over 200,000 individuals, and there is substantial segregation within that job category. For example, in 2001 women comprised over 90% of those employed as Sales Associates in men's wear, infant/toddlers, health and beauty aids, domestic goods, and ladies sportswear, and less than 25% of those employed as Sales Associates in hardware and in Supercenter food departments such as dairy products, meat, frozen food, and produce (Exhibit D). Few men work in the front-end position of Cashier (job code 501, the second largest job category, with over 150,000 employees), which was 89.5% female in 2001. Not every department is sex segregated; for example, the gender mix is relatively balanced among Sales Associates in automotive (43.6% female), electronics (47.2% female), and candy, tobacco, and cookies (55.4% female).

23. In store level supervisory and salaried management positions, women's representation drops with each step up the job hierarchy. Although women outnumber men by nearly four to one among hourly supervisors, in 2001 they comprised only 45.1% of the Support Managers (job code

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[35] Muzingo depo., p. 84-92, 115, 131; Harper depo., p. 291-292; Jarrells-Porter depo., p. 115-116; Kintzele depo., p. 192-193; Dolan depo., p. 132-133; Goodwin depo., p. 48, 214; Wigger depo., p. 129-130, 138; D. Carter depo., p. 222; R. Carter, p. 155-156.

1050, "team lead"), the highest-level hourly supervisory position (Exhibit D). Moving into salaried management, in 2001 they comprised only 37.6% of Assistant Managers (job code 43000), 21.9% of Co-Managers (job code 41000), and 15.5% of Store Managers (job code 40000).

24. A similar pattern holds at Sam's Club, but at a somewhat lower level of segregation. In 2001, women comprised 54.1% of hourly employees but only 31.2% of salaried managers (Drogin Appendix Table 5b). Among the hourly ranks, in 2001 women were 71.8% of Cashiers (job code 501, the largest job category, employing over 16,000 individuals). Four of the six largest job categories are highly segregated, either done mostly by women (job code 320, "demo ptnr," 92.7% female in 2001) or mostly by men (job code 300, "shoe mngt," 19.1% female; job code 816, "tire tech," 1.1% female; and job code 530, "cart ptnr," 2.3% female).

25. The hourly supervisory position at Sam's Club is team lead (job code 910, 39.4% female in 2001). At Sam's Club, an Area Manager is a salaried position below the level of Assistant Manager.[36] The largest Area Manager positions are Front End (job code 43350, 64.8% female in 2001), Bakery (job code 49900, 58.2% female in 2001), Receiving (job code 43360, 34.0% female), and Meat (job code 49950, 8.5% female). Assistant Manager-level positions are Merchandising Manager 1 (job code 43370, 17.3% female in 2001), Merchandising Manager 2 (job code 43380, 16.0% female), and Business Manager (job code 43390, 36.6% female). Men outnumber women by almost four to one among Sam's Club Co-Managers (job code 41200, 22.0% female) and by about 10 to 1 among General Managers (job code 40000, 9.2% female).

26. Dr. Bendick's benchmarking analysis shows that there is a significant shortfall in women's representation in management at Wal-Mart relative to other companies in the large-chain retail industry. He also shows that the shortfall is consistent over time and across regions of the

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[36] Reeves 30(b)6 depo., p. 73-80, 83.

United States (Bendick Report, p. 16-30). Dr. Drogin's analysis demonstrates that contributing to the shortfall is a consistent gender disparity in rates of promotion into the Support Manager and Area Manager positions, into salaried management from the hourly ranks, and into the Co-Manager and Store Manager positions (Drogin Appendix Tables 14a to 14h). Dr. Drogin also shows significant compensation disparities by gender among similarly situated men and women (Drogin Appendix Tables 16). Below, I identify some of the personnel policies and practices that contribute to those disparities.

27. In this section of my section of my report I summarize the scientific literature upon which my opinions are based. In footnotes, I provide citations to sources in peer refereed journals, in important books and edited volumes in relevant fields of social science research, and, whenever possible, to review articles by leading experts who summarize the findings of social science research on gender bias in organizations, stereotypes, and related topics.

28. Depending on the job, organizational setting, and work environment, there are many reasons why men and women can have different career trajectories. For example, jobs may have job-related skill and experience requirements that differ, on average, between men and women. Gender disparities arising from such factors would not be considered discriminatory, so long as the employer is not responsible for differences in men's and women's qualifications (e.g., by not providing equal access to training). Conversely, employers create gender barriers when they make decisions about individuals' suitability for jobs, training, and support or their compensation based on beliefs about a person's gender rather than on his or her actual qualifications. Employers also create gender barriers when they ignore (or encourage) an organizational climate that is hostile towards women and inhibits them from performing to their full potential. Sometimes, practices that appear to be gender-neutral have the effect of denying to women the same opportunities that are available to

men. For example, using employee referrals as a recruitment mechanism is likely to reinforce a workforce's existing gender composition.[37]

29. One way gender bias affects career outcomes is when stereotypes are allowed to affect personnel decisions. *Gender stereotypes* are beliefs about traits and behaviors that differ between men and women.[38] For example, men are believed to be competitive, aggressive, assertive, strong, and independent, while women are thought to be nurturing, cooperative, supportive, and understanding. Men are assumed to place a high priority on their careers, while women are assumed to be more strongly oriented towards family, even though research demonstrates that the commitments of men and women with similar job opportunities and family situations are virtually identical.[39]

30. These kinds of stereotypes are relevant to how men and women advance in careers with Wal-Mart. For example, if women are believed to be committed to and constrained by family circumstances, and men are not, women will not be given the same consideration as men for management positions that are believed to interfere with family obligations, especially if there is no reliable and systematic way to assess employees' interests in management positions.

31. When women perform successfully in male-dominated contexts, their accomplishments are more likely to be attributed to luck, help from others, or special circumstances

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[37] For a review of relevant research, see P. V. Marsden and E. Gorman, "Social Networks, Job Changes, and Recruitment," p. 467-502 in *Sourcebook on Labor Markets: Evolving Structures and Processes*, edited by I. Berg and A. L. Kalleberg, Plenum Publishing, 2001.

[38] K. Deaux and L. Lewis, "Components of Gender Stereotypes," *Psychological Documents*, Vol. 13, 1983, p. 25-34; K. Deaux and L. Lewis, "The Structure of Gender Stereotypes: Interrelationships Among Components and Gender Label," *Journal of Personality and Social Psychology*, Vol. 46, 1984, p. 991-1004; J. E. Williams and D. L. Best, "Sex Stereotypes and Intergroup Relations," p. 244-259 in *Psychology of Intergroup Relations*, edited by S. Worchel and W. G. Austin, Nelson-Hall, 1986; S. T. Fiske, "Stereotyping, Prejudice, and Discrimination," p. 357-411 in *The Handbook of Social Psychology, Vol. 2 (Fourth Edition)*, edited by D. T. Gilbert, S. T. Fiske, and G. Lindzey, McGraw-Hill, 1998.

rather than to their ability, whereas comparable performance by men is more likely to be attributed to their superior skills.[40] Moreover, stereotypical behaviors that are believed to be typical of men are often viewed as *inappropriate* for women. For example, it is less acceptable for a married woman with young children to place a high priority on her career than it is for a married man. Similarly, a woman who behaves in a competitive, assertive, and independent manner often elicits disapproval from those around her.[41]

32. Because of gender stereotypes, individuals tend to ascribe "masculine" traits to men and "feminine" traits to women, and individuals tend to assume that the prevalence of "masculine" traits among women and "feminine" traits among men is rare. A large body of research demonstrates that the tendency to invoke gender stereotypes in making judgments about people is

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[39] For a review see D. D. Bielby, "Commitment to Work and Family," *Annual Review of Sociology*, Vol. 18, 1992, p. 281-302. Also see P. V. Marsden, A. L. Kalleberg, and C. R. Cook, "Gender Differences in Organizational Commitment: Influences of Work Positions and Family Roles," *Work and Occupations*, Vol. 20, 1993, p. 367-390.

[40] For a review of relevant research, see J. K. Swim and L. J. Sanna, "He's Skilled, She's Lucky: A Meta-Analysis of Observers' Attributes for Women's and Men's Successes and Failures," *Personality and Social Psychology Bulletin*, Vol. 22, 1996, p. 507-519. For studies of attribution bias in employment contexts, see J. H. Greenhaus and S. Parasuraman, "Job Performance Attributions and Career Advancement Prospects: An Examination of Gender and Race Effects," *Organizational Behavior and Human Decision Processes*, Vol. 55, 1991, p. 273-297; M. Igbaria and J. Baroudi, "The Impact of Job Performance Evaluations on Career Advancement Prospects: An Examination of Gender Differences in the IS Workplace, *Management Information Systems Quarterly*, Vol. 19, 1995, p. 107-123. Greenhaus and Parasuraman studied managers in three companies in the communications, banking and electronics industries, while Igbaria and Baroudi studied professionals in the field of information systems and data processing. For reviews of social psychological research on attribution biases, see Fiske and S. E. Taylor, *Social Cognition*, Second Edition, McGraw-Hill, 1991, Chapter 3; M. Hewstone, "The 'Ultimate Attribution Error'? A Review of the Literature on Intergroup Causal Attribution," *European Journal of Social Psychology*, Vol. 20, 1990, p. 311-335.

[41] T. W. Smith, "Working Wives and Women's Rights: The Connection Between the Employment Status of Wives and the Feminist Attitudes of Husbands," *Sex Roles*, Vol. 12, 1985, p. 501-508; J. S. Bridges and A. M. Orza, "The Effects of Employment Role and Motive for Employment on the Perceptions of Mothers," *Sex Roles*, Vol. 27, 1992, p. 331-343; A. H. Eagly, M. G. Makhijani, and B. G. Klonsky, "Gender and the Evaluation of Leaders: A Meta-Analysis," *Psychological Bulletin*, Vol. 111, 1992, p. 3-22; M. J. Martinkio and W. L. Gardner, "A Methodological Review of Sex-Related Access Discrimination Problems," *Sex Roles*, Vol. 9, 1983, p. 825-839; C. L. Copeland, J. E. Driskell, and E. Salas, "Gender and Reactions to Dominance," *Journal of Social Behavior and Personality*, Vol. 10, No. 6, 1995, p. 53-68; A. M. Konrad and K. Cannings, "The Effects of Gender Role Congruence and Statistical Discrimination on Managerial Advancement," *Human Relations*, Vol. 50, 1997, p. 1305-1328; A. H. Eagly, and S. J. Karau, "Role Congruity Theory of Prejudice Toward Female Leaders," *Psychological Review*, Vol. 109, 2002, p. 573-598.

spontaneous and automatic.[42] As a result, people are often unaware of how stereotypes affect their perceptions and behavior, and individuals whose personal beliefs are relatively free of prejudice or bias are susceptible to stereotypes in the same ways as people who hold a personal animosity towards a social group.[43]

33. In the employment context, career barriers resulting from gender stereotypes and gender bias are likely to be consequential for women working in a traditionally male domains, such as the middle to upper managerial and professional ranks of large corporations, engineering divisions of firms, in the military, and in historically male-dominated industries such as skilled crafts and construction trades.[44] At Wal-Mart, women comprise a majority of employees overall and about

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[42] See, for example, M. A. Zarate and Eliot R. Smith, "Person Categorization and Stereotyping," *Social Cognition*, Vol. 8, 1990, p. 161-185; M. R. Banaji, C. D. Hardin, and A. J. Rothman, "Implicit Stereotyping in Person Judgment," *Journal of Personality and Social Psychology*, Vol. 65, 1993, p. 272-281; M. A. Zarate and P. Sandoval, "The Effects of Contextual Cues on Making Occupational and Gender Categorizations," *British Journal of Social Psychology*, Vol. 34, 1995, p. 353-362; M. R. Banaji and C. D. Hardin, "Automatic Stereotyping," *Psychological Science*, Vol. 7, 1996, p. 136-141. For a review, see J. A. Bargh and T. L. Chartrand, "The Unbearable Automaticity of Being," *American Psychologist*, Vol. 54, 1999, p. 462-479.

[43] S. T. Fiske and S. E. Taylor, *op cit.*, p. 2[illegible] l, 1995; G. V. Bodenhausen and C. N. Macrae, "The Self Regulation of Intergrc[illegible] quences of Stereotype Suppression," p. 227-253 in *Stereotypes and Stereotyping*, [illegible] I M. Hewstone, Guilford Press, 1996; S. T. Fiske, "Stereotyping, Prejudice and Di[illegible] *of Social Psychology*, edited by D. T. Gilbert, S.T. Fiske, and G. Lindzey, McGra[illegible] l. Macrae, and J. Garst, "Stereotypes in Thought and Deed: Social Cognitive Orig[illegible] 1-335 in *Intergroup Cognition and Intergroup Behaviors*, edited by C. Sedikid[illegible] ı, 1998.

final Reference to "FSCW" Report in FN 43

[44] W. T. Bielby and J. N. Baron, "Men and[illegible] Statistical Discrimination," *American Journal of Sociology* Vol. 91, 198[illegible] ı, *Women of Steel: Female Blue-Collar Workers in the Basic Steel Industry*, [illegible] *Women of the Corporation*, Basic Books, 1977; Eagly *et al.*, *op cit.*; M. J. Martinkio and W. L. Gardner, "A Methodological Review of Sex-Related Access Discrimination Problems," *Sex Roles*, Vol. 9, 1983, p. 825-839; C. M. Jagacinski, "Engineering Careers: Women in a Male-Dominated Field," *Psychology of Women Quarterly*, Vol. 11, 1987, p. 97-110; P. Glick, C. Zion, and C. Nelson, "What Mediates Sex Discrimination in Hiring Decisions?" *Journal of Personality and Social Psychology*, Vol. 55, 1988, p. 178-186; I. Padavic, "The Re-Creation of Gender in a Male Workplace," *Symbolic Interaction*, Vol. 14, 1991, p. 279-294; J. S. McIlwee and J. Gregg Robinson, *Women in Engineering. Gender, Power, and Workplace Culture*, State University of New York Press, 1992; J. Mettrick and G. Cowan, "Gender Stereotypes and Predictions of Performance: Women in Air Combat," *Journal of Social Behavior and Personality*, Vol. 11, 1996, p. 105-120; J. H. Stiehm, *Arms and the Enlisted Woman*, Temple University Press, 1989; R. Hertz, "Guarding Against Women?: Responses of Military Men and Their Wives to Gender Integration," *Journal of Contemporary Ethnography*, Vol. 25, 1996, p. 251-284. A job category is considered male-dominated when men comprise at least eighty to eighty-five percent of the incumbents. For additional research on the bias women face in such settings, conducted in a variety of contexts, see: E. Spangler, M. A. Gordon, and R. Pipkin, "Token Women: An Empirical Test of the Kanter Hypothesis," *American Journal of Sociology*,

two-thirds of those in hourly positions, but they comprise only about a third of those in salaried management positions, and most higher level management positions have a low representation of women.

34. A large body of social science research demonstrates that stereotypes are especially likely to influence personnel decisions when they are based on informal, arbitrary, and subjective factors.[45] In such settings, stereotypes can bias assessments of a woman's qualifications, contributions, and advancement potential, because perceptions are shaped by stereotypical beliefs about women generally, not by the actual skills and accomplishments of the person as an individual.[46] In decision-making contexts characterized by arbitrary and subjective criteria and

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Vol. 84, 1978, p. 160-170; M. E. Heilman, "The Impact of Situational Factors on Personnel Decisions Concerning Women: Varying the Sex Composition of the Applicant Pool," *Organizational Behavior and Human Performance*, Vol. 26, 1980, p. 386-395; J. Crocker and K. M. McGraw, "What's Good for the Goose is not Good for the Gander: Solo Status as an Obstacle to Occupational Achievement for Males and Females," *American Behavioral Scientist*, Vol. 27, 1982, p. 357-369; P. R. Sackett, C. L. DuBois, and A. W. Noe, "Tokenism in Performance Evaluations: The Effects of Work Group Representation on Male-Female and Black-White Differences in Performance Evaluations," *Journal of Applied Psychology*, Vol. 76, 1991, p. 263-267; J. Rosenberg, H. Perlstadt, and W. R. Phillips, "Now That We Are Here: Discrimination, Disparagement, and Harassment at Work and the Experiences of Women Lawyers," *Gender & Society*, Vol. 7, 1993, p. 415-433; and J. D. Yoder, "Looking Beyond Numbers: The Effects of Gender Status, Job Prestige, and Occupational Gender-Typing on Tokenism Processes," *Social Psychology Quarterly*, Vol. 57, 1994, p. 150-159.

[45] For a review, see American Psychological Association, "In the Supreme Court of the United States: Price Waterhouse v. Ann B. Hopkins: Amicus Curiae Brief for The American Psychological Association," *American Psychologist*, Vol. 46, 1991, p. 1061-1070. Also see V. F. Nieva and B. A. Gutek, "Sex Effects on Evaluation," *Academy of Management Review*, Vol. 5, 1980, p. 267-275 (especially pages 270-274); D. N. Bersoff, "In the Supreme Court of the United States: Clara Watson v. Fort Worth Bank & Trust, Amicus Curiae Brief for the American Psychological Association" (reprinted in *American Psychologist*, Vol. 43, 1988, p. 1019-1028); Messick and Mackie, "Intergroup Relations," *Annual Review of Psychology*, Vol. 40, 1989, p. 49-50; Fiske and Taylor, *op cit.* (especially Chapter 9, "Social Inference"); L. H. Krieger, "The Contents of our Categories: A Cognitive Bias Approach to Discrimination and Equal Employment Opportunity," *Stanford Law Review*, Vol. 47, 1995, p. 1161-248; B. F. Reskin, *The Realities of Affirmative Action in Employment*, American Sociological Association, 1998; W. T. Bielby, "Minimizing Workplace Gender and Racial Bias," *Contemporary Sociology*, Vol. 29, 2000, p. 120-129.

[46] For review articles on gender bias in evaluation, see Nieva and Gutek, *op cit.* and R. Kalin and D. C. Hodgins, "Sex Bias and Occupational Suitability," *Canadian Journal of Behavioral Science*, Vol. 16, 1984, p. 311-325. Examples of studies of gender bias in assessments of qualifications, performance and promotion potential include: G. L. Gerber, "The More Positive Evaluation of Men Than Women on the Gender-Stereotyped Traits," *Psychological Reports*, Vol. 65, 1989, p. 275-286; G. H. Dobbins, R. L. Cardy, and D. M. Truxillo, "The Effects of Purpose of Appraisal and Individual Differences in Stereotypes of Women on Sex Differences in Performance Ratings: A Laboratory and Field Study," *Journal of Applied Psychology*, Vol. 71, 1988, p. 551-558; T. H. Shore, "Subtle Gender Bias in the Assessment of Managerial Potential," *Sex Roles*, Vol. 27, 1992, p. 499-515; M. Foschi, L. Lai, and K. Sigerson, "Gender and Double Standards in the Assessment of Job Applicants," *Social Psychology Quarterly*, Vol. 57, 1994, 326-339; J. Landau, "The

substantial decision-maker discretion, individuals tend to seek out and retain stereotyping-confirming information and ignore or minimize information that defies stereotypes.[47]

35. Social research establishes clearly that the historical representation of women in a job has a substantial impact on compensation and other job rewards, mobility prospects, and workplace culture.[48] In retailing, management has historically been viewed as "men's work" while women were viewed as appropriate for cashier and clerk positions. Wal-Mart's founder, Sam Walton, described the traditional view of men's and women's roles in the industry as follows:

> In the old days, retailers felt the same way about women that they did about college boys, only more so. In addition to thinking women weren't free to move, they didn't think women could handle anything but the clerk jobs because the managers usually did so much of the physical labor -- unloading trucks and hauling merchandise out of the stockroom on a two-wheeler, mopping the floors and cleaning the windows if necessary.[49]

Relationship of Race and Gender to Managers' Ratings of Promotion Potential," *Journal of Organizational Behavior*, Vol. 16, 1995, p. 391-400.

[47] This kind of biased information-processing has been examined and replicated in numerous experimental studies. See, for example, Banaji, Hardin, and Rothman, *op cit.*; Banaji and Hardin, *op cit.*; J. Crocker, D. B. Hannah, and R. Weber, "Person Memory and Causal Attributions," *Journal of Personality and Social Psychology*, Vol. 44, 1983, p. 55-66; S. M. Belmore, "Determinants of Attention During Impression Formation," *Journal of Experimental Psychology: Learning, Memory, and Cognition*, Vol. 13, 1987, p. 480-489; M. Schaller, "Social Categorization and the Formation of Group Stereotypes: Further Evidence for Biased Information Processing in the Perception of Group-Behavior Correlations," *European Journal of Social Psychology*, Vol. 21, 1991, p. 25-35; T. E. Ford and C. Stangor, "The Role of Diagnosticity in Stereotype Formation: Perceiving Group means and Variances," *Journal of Personality and Social Psychology*, Vol. 63, 1992, p. 356-367; C. N. Macrae, A. B. Milne, and G. V. Bodenhausen, "Stereotypes as Energy-Saving Devices: A Peek Inside the Cognitive Toolbox," *Journal of Personality and Social Psychology*, Vol. 66, 1994, p. 921-935; C. N. Macrae, C. Stangor, and A. B. Milne, "Activating Social Stereotypes: A Functional Analysis," *Journal of Experimental Social Psychology*, Vol. 23, 1994, p. 370-389; L. C. Johnston and C. N. Macrae, "Changing Social Stereotypes: The Case of the Information Seeker," *European Journal of Social Psychology*, Vol. 24, 1994, p. 356-367; M. Zuckerman, C. R. Knee, K. Miyake, and H. S. Hodgins, "Hypothesis Confirmation: The Joint Effect of Positive Test Strategy and Acquiescence Response Set," *Journal of Personality and Social Psychology*, Vol. 68, 1995, p. 52-60. For reviews, see Brown, *op cit.* and *Fiske, op cit.*

[48] P. England, *Comparable Worth: Theories and Evidence*, Aldine de Gruyter, 1992; B. F. Reskin, D. B. McBrier, and J. A. Kmec, "The Determinants and Consequences of Workplace Race and Sex Composition," *Annual Review of Sociology*, Vol. 25, 1999, p. 335-361.

[49] S. Walton with J. Huey, *Sam Walton: Made in America*, My Story, Bantam Books, 1992, p. 218. Mr. Walton continued: "Nowadays, the industry has waked up to the fact that women make great retailers. So we at Wal-Mart, along with everybody else, have to do everything we possibly can to recruit and attract women." As I show below, one of the innovations supported by Mr. Walton to recruit women into management, the Resident Assistant Manager program, has been largely ignored in the years since his death.

Experimental studies on stereotyping show that male and female job applicants with identical personal traits are matched according to their gender to jobs that are considered predominantly-male and predominantly-female.[50] And studies done in both experimental and natural settings demonstrate the impact of "sex role spillover," whereby gender-linked traits associated with male-dominated occupations can profoundly affect the working climate for women.[51]

36. A large body of research in industrial sociology, dating back to the 1950s, shows that individuals who find their opportunities for advancement blocked respond by lowering their goals and aspirations, and by lowering their commitment to their work compared to others with more promising career prospects.[52]

Discretionary and Subjective Procedures for Making Decisions that Affect Promotion and Compensation Managers Have Substantial Discretion on Criteria Used to Make Promotion and Compensation Decisions

37. Written guidelines for promotion are not absent in the Wal-Mart Personnel System. However, the materials I have reviewed indicate that: (1) written guidelines provide only minimum criteria for advancement, and managers can and do add additional criteria at their own discretion; (2)

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[50] Glick et al., *op cit.*

[51] Gutek and B. Morasch, "Sex Ratios, Sex-Role Spillover, and Sexual Harassment of Women at Work," *Journal of Social Issues*, Vol. 38, 1982, p. 55-74; B. Gutek, *Sex and the Workplace*, Jossey-Bass, 1985; D. Burgess and E. Borgida, "Sexual Harassment: An Experimental Test of Sex-Role Spillover Theory," *Personality and Social Psychology Bulletin*, Vol. 23, 1997, p. 63-75.

[52] R. Guest, "Work Careers and Aspiration of Automobile Workers," *American Sociological Review*, Vol. 19, 1954, p. 155-63; E. Chinoy, *Automobile Workers and The American Dream*, Doubleday 1955; T. V. Purcell, *Blue Collar Man: Patterns of Dual Allegiance in Industry*, Harvard University Press, 1960; R. Blauner, *Alienation and Freedom*, University of Chicago Press, 1964; O. Grusky, "Career Mobility and Organizational Commitment," *Administrative Science Quarterly*, Vol. 10, 1966, p. 489-502; Kanter, *op cit.*; J. A. Jacobs, *Revolving Doors: Sex Segregation and Women's Careers*, Stanford University Press, 1989; and K. Loscocco, "Reactions to Blue-Collar Work: A Comparison of Men and Women," *Work and Occupations*, Vol. 17, 1990, p. 152-177; L. M. Shore and S. J. Wayne, "Commitment and Employee Behavior: Comparison of Affective Commitment and Continuance Commitment with Perceived Organizational Support," *Journal of Applied Psychology*, Vol. 78, 1993, p. 774-780; J. E. Wallace, "Organizational and Professional Commitment in Professional and Nonprofessional Organizations," *Administrative Science Quarterly*, Vol. 40, 1995, p. 228-255; R. P. Settoon, N. Bennett, and R. C. Liden, "Social Exchange in Organizations: Perceived Organizational Support, Leader-Member Exchange, and Employee Reciprocity," *Journal of Applied Psychology*, Vol. 81, 1996, p. 219-227. For reviews, see W. T. Markham, S. L. Harlan, and E. J. Hackett, "Promotion Opportunity in

managers are able to modify or disregard written guidelines at their own discretion; and (3) there is little monitoring or oversight regarding how managers exercise their discretion in making promotion decisions.

38. Deponents ranging from store managers to top operations executives testified that there are no written criteria for selecting hourly associates for promotion into management or for promotions into Co-Manager or Store Manager positions, beyond the minimum requirements. They also testified that managers who make those selections have discretion to devise their own criteria, with no monitoring or oversight over how those criteria are devised or applied.[53]

39. Wal-Mart managers gave similar testimony about promotion to hourly supervisory positions such as Support Manager. Company guidelines specify minimum criteria based on discipline, tenure, and performance evaluations, however there is no other written policy or guideline specifying the criteria to be used to select among candidates who meet the minimum criteria. Store managers are allowed to consider other factors and apply other criteria, and it is left to their discretion to devise and apply them.[54] For example, Store Manager Arturo Mireles testified that he was aware of no written criteria to be used in making decisions about promotion to Department Manager or Support Manager. His practice was to rely on a range of unwritten criteria, including subjective factors such as teamwork, ethics, integrity, ability to get along with others, and willingness to volunteer to come in to assist in the store or at another store outside of regular work

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Organizations: Causes and Consequences," *Research in Personnel and Human Resource Management*, Vol. 5, 1987, p. 223-87 and D. D. Bielby, "Commitment to Work and Family," *Annual Review of Sociology*, Vol. 18, 1992, p. 281-302.

[53] See, for example the testimony of the following Division 1 managers: Harris (former Executive Vice President, Operations) depo., p. 82-84, 213, 223-233; Haworth (Executive Vice President, Operations), p. 90-92; Pharr (Divisional Sr. Vice President) depo., p. 174-175; Schwindt (Divisional Sr. Vice President) depo., p. 132-139, 195-196; Maines (Regional Vice President) depo., p. 206-208; Williams (Regional Vice President) depo., p. 168-172; Ludwig (District Manager) depo., p. 149-151; Kintzele (District Manager) depo., p. 46-47; Raps (Store Manager) depo., p. 125-128; Harper depo., p. 212-214. Store Manager Jesse James Brown testified that during his years in management at Wal-Mart, he has never been overruled by anyone in higher-level management for any personnel decision (Brown depo., p. 299). Mr. Harper testified that there is no written policy governing exceptions to the guidelines, that there is no system in place or analysis conducted to assess whether the guidelines are followed, and that no exception report is generated for promotion decisions regarding selection into management trainee and high level management positions (Harper depo., p. 212-215, 224-225).

[54] Harper depo., p. 142-145; Harris depo., p. 210-213.

hours.[55] While factors like these might have common sense appeal and some might in fact be appropriate to consider in making promotion decisions, assessments will be biased unless they are assessed in a systematic and valid manner, with clear criteria and careful attention to the integrity of the decision-making process.[56]

40. The same kind of discretion is allowed in decisions about compensation for hourly employees. For example, in Division 1, each job is categorized into one of five job classifications, each with its own hourly starting rate. However, according to company policy the Store Manager can pay up to two dollars an hour above the stated rate, based on his or her assessment of factors such as previous pay and experience. There is no company guideline and no training on when and how to adjust pay upwards, and while overall payroll is monitored, there is no monitoring of these individual adjustments.[57] In fact, at the Store Manager's discretion, a new employee can be paid more than two dollars above the specified start rate, and in such instances no exception report is generated.[58]

41. Annual pay increases in Division One are tied to performance evaluation ratings, with a percentage increase guideline specified by the Home Office. A Store Manager can give a raise larger than the specified amount at his or her own discretion. In addition, employees can be given merit increases for "exceptional performance." The company guideline is that a merit increase of four or five percent can be given no more than once per year, and it cannot be granted within 90 days of an annual performance increase or raise due to a promotion.[59] However, there is no guideline for

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[55] Mireles depo., p. 155-159, 180-182.

[56] R. D. Gatewood and H. S. Field, *Human Resource Selection*, Third Edition, Dryden Press, 1994; and H. G. Heneman, III, R. L. Heneman, and T. A. Judge *Staffing Organizations*, Second Edition, Mendota House and Richard D. Irwin, 1997.

[57] Shatz depo., p. 66-72; Harper depo., p. 15-19; FYE 2003 Field Non-Exempt Associate Pay Guidelines, p. 5 (BATES WMHO366905).

[58] Shatz depo., p. 66-67.

[59] Harper depo., p. 51; FYE 2003 Field Non-Exempt Associate Pay Guidelines, p. 10 (BATES WMHO366910); Scantlin depo., p. 91.

assessing "exceptional performance" and no monitoring of the number of people who receive increases and how frequently they are given to any specific employee.[60] Managers can and do give merit raises more than once per year.[61]

Availability and Interest in Advancement is Not Assessed Systematically for Promotion into Management

42. Consistent and systematic job posting is an effective way to determine who is interested in and available for promotion to higher-level positions. An effective system also communicates clear and accurate information to employees about the training and experience required to become eligible for a job, about job conditions, and about how the job fits into a career path in the organization.[62] Wal-Mart People Division Vice President Harper agreed that the company benefits from posting, by allowing people to show interest in a position. He added: "I think anytime you get the right candidate into the right job, the success of that person would certainly reflect in the performance of their area of responsibility." He agreed that posting benefits employees by giving them "an opportunity for promotion or an opportunity for diversifying their career by being able to work in different parts of the store."[63] Coleman Peterson, the Executive

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[60] Arnold depo., p. 149-150; Harper depo., p. 51-55; Seaman depo., p. 253; Shatz depo., p. 82, 86-89. Company guidelines also specify a shift differential of fifty cents, with District Manager approval required for any differential over that amount (Pay Guidelines, p. 9). However, Mr. Shatz, who pays a one dollar differential in his store, testified that he did so without District Manager Approval and that he has never sought approval from a District Manager for any pay adjustment he has given (Shatz depo., p. 84-85).

[61] Shatz depo., p. 105-106; Ellison depo., p. 266-267; Raps depo., p. 256-250. District Manager Bernard Seaman was not aware of any guidelines about how to make decisions about merit raises or when merit raises should be given (Seaman depo., p. 253, 258-259).

[62] Heneman, Heneman, and Judge *op cit.*; L. S. Kleiman and K. J. Clark, "An Effective Job Posting System," *Personnel Journal*, Vol. 63 (February), 1984, p. 20-25; J. Z. Levine, "Job Posting Practices," *Personnel*, Vol. 61 (November/December), 1994, p. 48-52; W. Markham, S. Harlan, and E. Hackett, "Promotional Opportunity in Organizations: Causes and Consequences," p. 223-287 in *Research in Personnel and Human Resources Management*, edited by K. Rowland and G. Ferris, Jai Press, 1987; J.P. Rudin and J. W. Boudreau, "Information Acquisition in Promotion Decisions," *Human Relations*, Vol. 49, 1996, p. 313-325.

[63] Harper depo., p. 116-117. Also see Harper depo., p. 153-154. Similarly, former People Division Vice President Andrew Wilson testified that posting of hourly positions was done so that employees in stores that might have as many as six hundred employees could become aware of which positions were available. He testified that it was the company's view that "it would encourage our associates to be able to know the jobs that were open and be able to apply for those jobs" (Wilson depo., p. 133-134).

Vice President of the company's People Division, gave similar testimony: "Job posting ensures the company that it is able to attract and identify as many talented people as possible for jobs that are needed and for the individuals it provides an opportunity to apply for positions in the company that can allow them to move forward in their careers."[64] Mr. Peterson, who has been an advocate for the adoption of posting policies at the company, has also testified about their impact on workplace fairness. He testified that posting reduces litigation expenses because it affects "the fairness of how people get picked for jobs." According to Mr. Coleman: "People understand where the jobs are and they understand what it is you need to do to qualify for the jobs."[65] The testimony of these two executives from the company's People Division is consistent with the professional literature on human resources policy. Unfortunately, Wal-Mart's posting systems do not meet the criteria of effective and fair policy and practice. Wal-Mart has separate posting systems for hourly and management positions, and each has identifiable deficiencies that make them vulnerable to bias.

43. Current company policy specifies that openings for hourly supervisory positions are to be posted within the store where the opening occurs. Online, computerized posting began in the late1990s; prior to that there was paper posting of some positions.[66] However, under current policy, Store Managers have the authority to choose not to post a position. There are no written guidelines regarding when to depart from the posting policy, and there is no monitoring or review of exceptions to posting of hourly positions.[67] Store managers also have authority to waive minimum

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[64] Peterson depo., p. 162.

[65] Peterson depo., p. 166-167. Similarly, People Director Bob Monfils testified that posting of open District Manager and Store Manager positions helps ensure that the most qualified individuals apply for and are selected for these positions and allows all employees to feel they have a fair chance to apply (Monfils depo., p. 141-142).

[66] Wilson depo., p. 133-134; Peterson depo., p. 157-158; Weaver depo., p. 52-55 (paper posting of department manager lead and office supervisor positions in stores where she worked). Posting of hourly positions at Sam's Club began in approximately 1999 (Haworth depo., p. 50-51). Prior to the posting policy, one way openings were filled was for a manager to approach an employee considered to be a good performer and ask that person if he or she wanted the position (Weaver depo., p. 56-57).

[67] Harper depo., p. 118-119; Haworth depo., p. 88; Harris depo., p. 174-175. Mr. Harper was not aware of any analysis by the company on the frequency with which Store Managers depart form the posting policy. He testified that he was aware that complaints about lack of posting is one of the allegations in this litigation, and to his knowledge no effort has been made to find out if it is true (Harper depo., p. 119-120).

requirements regarding time in current position and coachings, and there are no guidelines specifying when this is appropriate.[68] In addition, there is no requirement to post openings that are filled by lateral moves, so, for example, a manager can choose not to post an open supervisory position and instead informally approach an existing supervisor and ask that person if he or she would like the position.[69]

44. Prior to 1998, management positions in Division 1 were not posted. Since then, posting of Store Manager, District Manager, and some other positions has been done via the computerized Management Career Selection ("MCS") system, although an employee needs the approval of his or her District Manager before applying via the MCS system.[70] Co-Manager, Assistant Store Manager, and Management Trainee positions are generally not posted.[71] As with hourly promotions, the Regional Personnel Managers have discretion to depart from the policy on posting management positions, although there is no written policy on when that is appropriate.[72] An exception report shows whether or not a position was posted and how long it took to fill a position, but no record is made of reasons for exceptions to the posting policy, and no statistical summary is complied regarding exceptions with the posting policy.[73] At Sam's Club, management

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[68] Harper depo., p. 122-124.

[69] Weaver depo, p. 91-92. Under the policy, the position vacated by that supervisor would be posted (Weaver depo., p. 112).

[70] Kintzele depo., p. 40; Peterson depo., p. 157-158; Management Career Selection Guide (BATES WMHO217238-217240). A limited test posting program for management trainees was tried for one week in January 2003 (Haworth depo., p. 49-50).

[71] Harper depo., p. 160-163; Kintzele depo., p. 41-42; Peterson depo., p. 160-161; Monfils depo., p. 145-146; Mitchell depo., p. 161-163, 169-170; Butler depo., p. 171; Martinez depo., p. 157-158; Scantlin depo., p. 141, 145; Seaman depo., p. 148. According to the July 2000 version of the MCS Training Manual, Co-Manager and Assistant Manager positions in Division 1 "may be posted on an exception only basis" with prior approval from the RPM's People Director (BATES WMHO349584; Monfils depo., p. 150-152). Mr. Harper testified that he did not know why Store Manager and hourly promotions were posted, but management trainee positions were not. He was not aware of any discussions in the company about why this is the case, outside of discussions with attorneys (Harper depo., p. 180-181).

[72] Harper depo., p. 151-153, 155-157.

[73] Harper depo, p. 157-160; Mitchell depo., p. 153-159.

positions are not posted, and on-line posting of management trainee positions began just recently, in early January of 2003.[74]

45. The company's practice of requiring relocation across stores in order to move into salaried management positions makes the promotion process especially vulnerable to gender stereotyping. While it may indeed be the case that, on average, more women than men face family constraints that limit their ability to relocate for a management position, stereotypes lead people to act on an assumptions that overstate the extent to which that is true. The absence of a systematic mechanism for determining which employees are available for and interested in promotion from the hourly ranks into management is especially problematic in this context. In the absence of systematic, reliable, and timely information on the interests and availability of individual men and women, stereotypes about women's and men's family commitments and constraints will lead decision-makers to overlook or discount the availability of qualified women who want to advance into the salaried ranks. Similarly, District Managers who must give there approval before a salaried employee responds to a posting under the MCS system are likely to be influenced by stereotypes in the same way.

46. Lack of clarity in the relocation requirements associated with promotion to salaried management positions is likely to discourage some women from seeking promotions. Managers consistently testify that hourly employees usually move to a different store when they become management trainees and are promoted to Assistant Store Manager positions, and promotion to Co-Manager and Store Manager almost always involves relocation as well.[75] Less consistent is testimony about whether an employee must be able and willing to relocate their place of residence in

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[74] Grimm depo., p. 232-233; Haworth depo., p. 56-57; Reeves depo., p. 159-160; Spragg depo., p. 182-183.

[75] Mains depo., p. 196-197; Reeves depo., p. 156-157; Drogin Report, Table 16.

order to be considered for a management position. For example, in District Manager Daniel Carter's district in Northern California, employees applying for the Management Training program have been asked to certify in writing that they are willing to transfer "to any location within the Wal-Mart trading area" to receive training and again at the completion of training.[76] Former Regional Vice President John Butler required Co-Managers to be willing to relocate "whenever and wherever we need them."[77] Similarly, Store Manager Bernard Seaman emphasizes the relocation requirements of the Management Training program when speaking to hourly employees who express interest:

> **Q.** What do you tell that employee about the scope of that relocation requirement?
>
> **A.** I say, you realize you could be relocated, and it could mean from -- in my case now, Seattle, I always use the example you could be in Texas, you could go to Maine, or, in my case, you get a call one day from Los Angeles and three weeks later you're in Seattle. So I kind of use my own experience. I throw that at them (Seaman depo., p. 349-350)

In contrast, other managers testify that ability and willingness to relocate one's place of residence is not an absolute requirement for promotion, although moving from one store to another usually is required.[78] As recently as June 2002, People Division Vice President Harper determined that it was important to remind Regional Personnel Managers that ability to relocate was not a mandatory requirement for promotion.[79] It is likely that hourly department heads considering a career in salaried management or Assistant Managers considering higher-level salaried positions

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[76] D. Carter depo., p. 260-264.

[77] Butler depo., p. 155-156.

[78] Harris depo., p. 233-236; Harper depo., p. 233-234, 238-242.

may well be receiving mixed messages about whether they are required to indicate a willingness to relocate to any area of Wal-Mart's operations in order to be given serious consideration for a promotion. An individual who is not able to make that commitment is likely to be discouraged by the apparent emphasis on relocation, even when a move to a new store within a district or region would be possible.

47. Wal-Mart's founder, Sam Walton, recognized that the emphasis on relocation could work to the disadvantage of talented women who are qualified for management positions and that the business case for the emphasis on relocation might be overstated. In his autobiography, he discussed the original management philosophy, that one had to be ready to relocate on a moment's notice to move into management, and his views of the shortcomings of that approach:

48. Maybe that was necessary back in the old days, and maybe it was more rigid than it needed to be. Now, though, it's not really appropriate anymore for several reasons. First, as the company grows bigger, we need to find more ways to stay in touch with the communities where we operate, and one of the best ways to do that is by hiring locally, developing managers locally, and letting them have a career in their home community--if they perform. Second, the old way really put good, smart women at a disadvantage in our company because at the time they weren't as free to pick up and move as many men were. Now I've seen the light on the opportunities we missed out on with women.[80]

To open more opportunities for women in management, Mr. Walton was a strong supporter of the Resident Assistant Manager program. In the late 1980s, Wal-Mart implemented and later formalized a policy creating the position of Resident Assistant Manager for individuals who were

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[79] Harper depo., p. 247-249.

[80] Walton op cit., p. 217-218.

eligible to be Assistant Managers but not able to relocate.[81] Resident.Assistant Managers were eligible to move into a Co-Manager position without relocating.[82] According to Executive Vice President of Operations Jim Haworth, the program was phased out, although some Assistant Managers have been "grandfathered" into the program, and it is being "tested" in some areas currently. Mr. Harper testified that the program still exists, but with little participation and only on an "as requested" basis.[83] Former Regional Vice President John Butler said that he was "vaguely" aware of the program, Store Manager Bernard Seaman testified that he just recently learned of the program, and Store Manager Jesse James Brown had heard of the program but did not know if it applied to his store.[84] Don Harris and Jim Haworth, the former and current Executive Vice Presidents of Operations, each testified that they were unaware of any plans to expand the program.[85] And while Resident Assistant Managers are eligible for promotion, Wal-Mart Stores Chief Executive Officer Thomas Coughlin testified that he was not aware of anyone being promoted from that position.[86] In sum, this program, originally implemented in part to create more management opportunities for women, appears to have little effect anymore as a route to management for employees who have personal or family commitments that tie them to a specific community geographic region.

Wal-mart's diversity efforts are inadequate for eliminating barriers to women's career advancement

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[81] Haworth depo., p. 97-98; Curran depo., p. 24-25, 27.

[82] Curran depo., p. 25-26.

[83] Harper depo., p. 242-243.

[84] Butler depo., p. ; Seaman depo., p. 354-355; Brown depo., p. 226-228.

[85] Harris depo., p. 238-239; Haworth depo., p. 100; also see Jarrells Porter depo., p. 246.

[86] Coughlin depo., p. 157-158.

48. Organizational policies and practices that create barriers to career advancement for women and minorities, once in place, become institutionalized and rarely change in the absence of any substantial change in a firm's business, technical, or legal environment.[87] This is especially true of personnel practices and policies that are reinforced by the firm's culture.[88] However, gender bias in the workplace is by no means inevitable, and social science research shows what kinds of policies and practices effectively minimize bias.

49. Through deliberate efforts, the effects of stereotypes can be controlled.[89] Research studies show that the effects of stereotypes and out-group bias on evaluative judgments such as those involved in recruitment, hiring, job assignment, promotion, and assessments of skills and qualifications can be minimized when decision-makers know that they will be held accountable for the criteria used to make decisions, for the accuracy of the information upon which the decisions are based, and for the consequences their actions have for equal employment opportunity.[90] However,

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[87] L. Stinchcombe, "Social Structure and Organizations," p. 142-93 in *Handbook of Organizations*, edited by J. G. March, Rand McNally, 1965; M. T. Hannan and J. H. Freeman, "Structural Inertia and Organizational Change," *American Sociological Review*, Vol. 43, 1984, p. 143-164; J. N. Baron, "Organizational Evidence of Ascription in Labor Markets," in *New Approaches to Economic and Social Analyses of Discrimination*, edited by R. Cornwall and P. Wunnava, Praeger, 1991. The concept of organizational inertia has been applied in scientific studies conducted in a wide range of industrial settings. See, for example, J. Roggema and M. H. Smith, "Organizational Change in the Shipping Industry: Issues in the Transformation of Basic Assumptions," *Human Relations*, Vol. 36, 1983, p. 765-790; E. Abrahamson and C. J. Fombrun, "Macrocultures: Determinants and Consequences," *Academy of Management Review*, Vol. 19, 1994, p. 728-755; L. Gardenswartz and A. Rowe, "Diversity Management: Practical Application in a Health Care Organization," *Frontiers of Health Services Management*, Vol. 11, 1994, p. 36-40; G. T. Fairhurst, S. Green, and J. Courtright, "Inertial Forces and the Implementation of a Socio-technical Systems Approach: A Communication Study," *Organization Science*, Vol. 6, 1995, p. 168-185; C. Doucouliagos, "Conformity, Replication of Design and Business Niches," *Journal of Economic Behavior & Organization*, Vol. 30, 1996, p. 45-62; and M.. Ruef, "Assessing Organizational Fitness on a Dynamic Landscape: An Empirical Test of the Relative Inertia Thesis," *Strategic Management Journal*, Vol. 18, 1997, p. 837-853.

[88] P. Doeringer and M. Piore, *Internal Labor Markets and Manpower Analysis*, D. C. Heath, 1971

[89] P. G. Devine, "Stereotypes and Prejudice: Their Automatic and Controlled Components," *Journal of Personality and Social Psychology*, Vol. 56, 1989; S. T. Fiske, M. Lin, and S. L. Neuberg, "The Continuum Model: Ten Years Later," p. 231-54 in *Dual Process Theories in Social Psychology*, edited by S. Chaiken and Y. Trope, Guilford Press, 1999.

[90] T. E. Nelson, M. Acker and M. Manis, "Irrepressible Stereotypes," *Journal of Experimental Social Psychology*, Vol. 32, 1996, p. 13-38; J. L. Eberhardt and S. T. Fiske, "Motivating Individuals to Change: What Is a Target to Do?" p. 369-415 in *Stereotypes and Stereotyping*, edited by C. N. Macrae, C. Stangor, and M. Hewstone, Guilford Press, 1996; A. M. Konrad and F. Linnehan, "Formalized HRM Structures: Coordinating Equal Employment Opportunity or Concealing Organizational Practices?" *Academy of Management Journal*, Vol. 38, 1995, p. 787-829; T. F. Pettigrew and J. Martin,

as I described above, at Wal-Mart, personnel decisions regarding promotion and hourly compensation rely significantly on discretionary and subjective criteria, with little monitoring and oversight.

50. Formal written policies alone are not sufficient to minimize bias in personnel decisions. A written equal employment opportunity ("EEO") policy that is simply reactive and lacks effective accountability is vulnerable to bias against women and minorities. Often, such a system constitutes what social scientists call symbolic compliance: an exercise in "going through the motions," with little substantive impact on creating a work environment that is free of bias.[91] True "EEO accountability" has three key elements: (1) monitoring and analysis of disparities in career trajectories; (2) systematic evaluation of managers on their contributions to the firms' goals regarding diversity and equal employment opportunity; and (3) monitoring and analysis of employees' perceptions of discriminatory barriers and career opportunities.[92] Below, I assess the

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"Shaping the Organizational Context for Black American Inclusion," *Journal of Social Issues*, Vol. 43, 1987, p. 41-78; G. R. Salancik and J. Pfeffer, "Uncertainty, Secrecy, and the Choice of Similar Others," *Social Psychology*, Vol. 41, 1978, p. 246-55; C. T. Schreiber, K. F. Price, and A. Morrison, "Workforce Diversity and the Glass Ceiling: Practices, Barriers, Possibilities," *Human Resource Planning*, Vol. 16, 1993, p. 51-69; P. E. Tetlock, "Accountability: The Neglected Social Context of Judgment and Choice," p. 297-332 in *Research in Organizational Behavior*, Vol. 7, edited by L. L. Cummings and B. M. Staw, Jai Press, 1985; P. E. Tetlock and J. I. Kim, "Accountability and Judgment Processes in a Personality Prediction Task," *Journal of Personality and Social Psychology*, Vol. 52, 1987, p. 700-709; P. E. Tetlock, "The Impact of Accountability on Judgment and Choice: Toward a Social Contingency Model," *Advances in Experimental Social Psychology*, Vol. 25, 1992, p. 331-376; Reskin, *op cit.*; P. M. Tetlock and M. Lerner, "The Social Contingency Model: Identifying Empirical and Normative Boundary Conditions on the Error-and-Bias Portrait of Human Nature," p. 571-585 in *Dual Process Theories in Social Psychology*, edited by S. Chaiken and Y. Trope, Guilford Press, 1999; W. Bielby, 2000, *op cit.* To see how human resource professionals apply these principles in the design of personnel systems, Gatewood and Field, *op cit.*; and Heneman, Heneman, and Judge *op cit.*

[91] L. B. Edelman, "Legal Ambiguity and Symbolic Structures: Organizational Mediation of Civil Rights Law," *American Journal of Sociology*, Vol. 97, 1992, p. 1531-1576; L. B. Edelman, S. Patterson, E. Chambliss, and H. S. Erlanger, "Legal Ambiguity and the Politics of Compliance: Affirmative Action Officers' Dilemma," *Law and Policy*, Vol. 13, 1991, p. 73-97; L. B. Edelman, H. S. Erlanger, and J. Lande, "Employers' Handling of Discrimination Complaints: The Transformation of Rights in the Workplace," *Law & Society Review*, Vol. 27, 1993, p. 497-534; L. B. Edelman, Lauren B. and S. Petterson, "Symbols and Substance in Organizational Response to Civil Rights Law," in *Research in Social Stratification and Mobility*, 1999; M. E. Heilman, " Sex Stereotypes and their Effects in the Workplace: What We Know and What we Don't Know," *Journal of Social Behavior and Personality*, Vol. 10, 1995, p. 3-26; J. S. Leonard, "Women and Affirmative Action," *Journal of Economic Perspectives*, Vol. 3 (No. 1), 1989, p. 61-75. Also see J. S. Leonard, *Use of Enforcement Techniques in Eliminating Glass Ceiling Barriers*, Report prepared for the U. S. Department of Labor, Glass Ceiling Commission, April 1994.

[92] W. Bielby, 2000, *op cit.*

effectiveness of Wal-Mart's policies and practices on each of these dimensions.

Monitoring of Gender Disparities

51. Effective EEO policy includes the regular monitoring and analysis of patterns of segregation and differences by gender and race in pay and career advancement as a routine part of an organization's personnel system. Such monitoring is used to assess whether disparities are greater than what plausibly might be expected based on differences in job-related knowledge, skills, abilities, interests, availability and other job-related factors that influence an employee's contributions to the organization.

52. Gender composition in Wal-Mart jobs is tracked in several reports. Kevin Harper, Vice President of the People Division reviews the monthly People P & L report and a quarterly People Update reporting the gender composition of Wal-Mart's hourly workforce and salaried management. A quarterly Diversity Report Card compiles regional People P & L statistics in a single report.[93] However, statistics on gender composition are not analyzed to assess factors that could account for the disparity in women's representation among salaried management positions compared to the representation in the hourly workforce and in hourly department head positions. Managers testified consistently that they did not believe that women were less qualified than men for management positions in the company, and Wal-Mart has taken a similar position in its responses to plaintiffs' interrogatories.[94] Yet there have been no attempts to explain, for example, why it is that women in Division 1 represent more than three quarters of all hourly department heads but only 38%

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[93] Harper depo., p. 273-280; Ruiz depo., p. 170.

[94] For example, see Haworth depo., p. 109-110; Bosler depo., p. 120; Butler depo., p. 200-201; Curan depo., p. 100; Harris depo., p. 85; Kintzele depo., p. 188; Ludwig depo., p. 237-237; Martinez depo., p. 265-266; Perkins depo., p. 84; Schaffner depo., p. 157; Defendant's Supplemental Objections and Answers to Plaintiffs' First and Second Sets of Interrogatories, p. 7.

of Assistant Managers.[95] Nor is there any regular monitoring of gender disparities in compensation among hourly or managerial employees.[96] In addition, there have been no studies of whether women are less interested than men in management positions.[97] In sum, Wal-Mart's policies and practices regarding equal employment opportunity include no systematic assessment of disparities by gender in pay, promotion, and other career outcomes designed to identify possible discriminatory barriers and remedy them.

Evaluation of Managers on Contributions to Company EEO and Diversity Objectives

53. THE second component of EEO accountability is explicit evaluation of managers and supervisors on their contributions to an organization's EEO objectives. Nearly all medium- to large-scale organizations have a written antidiscrimination policy. Many have a written policy stating that implementing the objectives of the Affirmative Action Plan is the responsibility of every employee, a statement often repeated by top executives. However, such policies are merely symbolic unless they also delineate explicit duties and responsibilities relating to equal employment opportunity in each manager's or supervisor's job description, which can then be related to specific evaluative dimensions in the performance reviews of those employees.

54. One way of evaluating managers' contributions is to establish numerical goals and assess managers on progress towards achieving those goals. At Wal-Mart, goals have been established for women's representation in management, and diversity has been added to the "people" dimension of managers' performance evaluation. However, the numerical goals themselves are not based on any assessment of women's representation among those qualified and available for salaried

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95 Harper depo., p. 304-305; Jarrells Porter depo., p. 242-249; Haworth depo., p. 113; Harris depo., p. 95.

96 Coughlin depo., p. 121-123; Harris depo., p. 175-178; Harper depo., p. 37, 88-93 (on one study of gender differences in base pay among managers), 100; Haworth depo., p. 177-178; Schwindt depo., p. 265; Shatz depo., p. 115.

97 Curran depo., p. 89; Harper depo., p. 128, 185; Haworth depo., p. 54-55, 108-109; Monfils depo., p. 94-95.

management positions and the rate at which women would be expected to move into those positions absent any barriers to equal employment opportunity. Instead, Wal-Mart's goals for women's representation are based on the principle that they should reflect the "community" (i.e. roughly 50%), without any regard to gender composition of the relevant applicant pools.[98] In fact, the goals themselves are established in an ad hoc manner, without any guidelines. For example, in Division 1 since 2000, District Managers have devised their own goals, which are compiled and aggregated by Regional Personnel Managers into goals for each region, which are in turn compiled and aggregated by People Directors and forwarded to the People Division Vice President.[99] District Managers, RPMs, and Regional Vice Presidents are not given any instruction on how to determine their goals other than to increase representation, and there is no written document describing the goal-setting process.[100] Managers at the level of District Manager and higher are evaluated on progress towards those goals.[101] A similar process has been used for setting goals at Sam's Club.[102] Not surprisingly, Wal-Mart managers set modest goals that are slightly higher the current representation. For example, RVP Butler testified, "we look at where we are, and we select what we think -- what we consider is a reasonable improvement from one year to the next."[103] Sandy Ellison testified that when she was a RPM, she would compile District Manager goals into a spreadsheet and examine whether they "made sense" and "weren't worse than the year before or something like that." District Manager Daniel Carter testified that Ms. Ellison, when she was his RPM, would review with

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98 Harper depo., p. 291-293, 302-303.

99 Harper depo., p. 293-294, 296-297, 299-300; Jarrells Porter depo., p. 118-120; Ellison depo., p. 179-184.

100 Harper depo., p. 297-299; Butler depo., p. 203; Ellison depo., p. 184-186.

101 Harper depo., p. 310-311.

102 Dolan depo., p. 71-73, 240-243.

103 Butler depo., p. 203.

him associate demographics reported on the People P &L, but he was never given any goals regarding women's representation in management.[104] Mr. Carter testified that the one time he was asked to develop a goal for his district, he did not want to write anything down that was "unrealistic or I knew wouldn't happen immediately."[105] Similarly, District Manager Ludwig Marcus testified that he was not aware of any company goals about promoting women into management, and that when he was a RPM the goals he set with District Managers were not any sort of target, other than an indication of a need to improve.[106]. Sam's RPM Ben Dolan testified that he was looking for goals that were "realistic or achievable" from his Directors of Operations ("DO"), and that he did not know how they set their goals. He chose purposely not to give DOs guidance because he "wanted to see what they submitted back."[107] Wal-Mart Store Manager Jesse James Brown testified that he has not had any discussions with his District Manager or other Wal-Mart officials about goals and objectives for his store regarding female managers.[108] Similarly, Store Manager Arturo Mireles testified that he was not aware of any goals for promotion of women into management, and Store Manager Marvin Raps gave similar testimony.[109] At Sam's Club, Director of Operations Mark Bosler and General Manager Alan Oshier each testified that they were not aware of any goals for increasing women's representation in management.[110]

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[104] D. Carter depo., p. 215-219

[105] D. Carter depo., p. 219-220.

[106] Ludwig depo., p. 234-235.

[107] Dolan depo., p. 243-244. Mr. Dolan testified that after assuming his position as RPM in 2001 it took him about six months to get a feel for what kinds of goals were "reasonable numbers."

[108] Brown depo., p. 207-208; also see p. 159, 161.

[109] Mireles depo., p. 219; Raps depo., p. 222-225.

[110] Bosler depo., p. 85; Oshier depo., p. 69-70.

55. In the absence of guidelines, managers who are aware that they are evaluated relative to diversity goals have an incentive to establish modest goals, and there is little incentive to work aggressively to meet them, since evidence of improvement, rather than meeting the goal, is viewed as satisfactory performance.[111] Overall, contribution towards diversity goals is at best only weakly tied to the compensation of managers. For Store Managers and Co-Managers, performance evaluation is not a factor for either base salary or incentive pay, so evaluation on contributions to diversity goals has no impact on their compensation.[112] For others, diversity is one component of one dimension of the performance evaluation, and it is the overall aggregate score that is tied to managers' percentage raises.[113] For example, Jeff Reeves, former Vice President of People at Sam's Club, testified that managers received a "very subjective" rating of diversity contributions on a 1 to 5 scale. That rating was one component of four, which together had a weight of just 5% in the overall evaluation score for General Managers and Co-Managers. Of course, evaluation of diversity contributions has no effect at all on motivating managers' behavior if they are not aware that they are being evaluated, and there is deposition testimony suggesting that is the case for some managers. For example, District Manager John Scantlin could not recall whether meeting demographic goals had ever been discussed with him as part of his evaluations, and John Butler, formerly a Regional Vice President at Wal-Mart, did not know whether any portion of the performance evaluation score was tied to diversity.[114]

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[111] Harper depo., p. 311-312.

[112] Arnold depo., p. 178-192.

[113] Jarrells Porter, p. 149-150. For Division 1, see Ellison depo., p. 192-194. For Sam's Club, see Grimm depo., p. 117-118.

[114] Scantlin depo., p. 72;

56. The absence of a significant relationship between diversity contributions and compensation was viewed as a major weakness of the company's diversity efforts by former Sam's Club People Vice President Jeff Reeves. In his view, diversity efforts will remain "lip service" unless diversity contributions are tied in a significant way to incentive pay.[115] In the assessment of Mr. Reeves, efforts to increase the diversity of the company's management ranks will remain limited until executives and managers fully embrace diversity efforts as an integral part of the operations side of the business.[116]

57. The materials I have reviewed are consistent with Mr. Reeves' assessment. It is clear that there has been an increased emphasis on diversity issues by high level human resources executives at Wal-Mart since the late 1990s, but that commitment has had little impact on actual personnel policy and practice as it relates to compensation among hourly employees and promotion into field management. The company's diversity efforts have been weak in assessing and addressing vulnerabilities to bias created by discretionary and subjective aspects of the personnel system. The process for setting diversity goals and evaluating contributions to diversity objectives is not linked in any meaningful way to identifying and eliminating barriers to equal employment opportunity.

58. Although Wal-Mart Stores Chief Executive Officer Thomas Coughlin has testified that responsibility for diversity is shared equally by all management employees,[117] awareness of diversity goals is limited both among top operations executives and store-level managers. While operational aspects of Wal-Mart's business are run with centralized coordination and oversight, Mr.

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[115] Reeves depo., p. 21-24, 26, 34-35, 38-40, 282.

[116] Reeves depo., p. 15-16, 34-35, 263-264.

[117] Coughlin depo., p. 199-204.

Coughlin rejects having the same kind of oversight and accountability in the area of diversity.[118] Absent this kind of accountability, true integration of diversity policy into the personnel practices in the operating divisions and genuine commitment to diversity efforts by managers and executives who oversee and make decisions about pay and career advancement is unlikely to take place. In addition, other proactive efforts that have the potential to contribute to enhanced diversity in the management ranks, such as recent efforts to identify and develop highly qualified women and minority employees,[119] are likely to have limited success.

Monitoring Employees' Perceptions of Discriminatory Barriers

59. The Third component of EEO accountability is systematic analysis of feedback from employees about perceptions of barriers to and opportunities for career advancement. Systematic monitoring of trends in employees' perceptions of barriers to career advancement and of top management's commitment to EEO can be used to identify subtle forms of bias and related problems not immediately apparent from analyses of more objective workforce data.

60. Wal-Mart surveys its employees annually as part of its Grass Roots survey program. The survey is designed to assess employees' perceptions on work-related issues. Results are tabulated by store, and the top three concerns are posted at each store. Store Managers are expected to meet with their employees to discuss those concerns and to develop specific action plans for addressing them.[120] Responses to the survey are also used to compute an Unresolved People Index ("UPI," formerly called Union Potential Index), which is used to identify stores at risk of union organizing activity. Stores scoring high on the index are targeted for intervention by company

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[118] Coughlin depo., p. 200-201.

[119] See, for example, Ellison depo., p. 207; Jarrells Porter depo., p. 281-282.

[120] Albrecht depo., p. 56-57, 140; Coughlin depo., p. 187-188; Peterson depo., p. 68, 189-190.

management and are subsequently re-surveyed to assess whether there is any improvement in employee morale following intervention.[121]

61. The Grass Roots Survey, which has been conducted annually since 1994, would seem to be an efficient mechanism for assessing employees' perceptions about barriers to equal opportunity associated with gender. However, the survey has never been used to assess employees' perceptions on issues such as whether they have been treated unfairly due to gender (or race) or the firm's commitment to diversity. Nor have the results of Grass Roots Surveys ever been analyzed by gender or race in order to assess perceived discriminatory barriers.[122] Indeed, according to Kristi Lem Albrecht, the company's 30(b)6 deponent on surveys, there have been no employee surveys of any kind addressing diversity issues or the treatment of women employees.[123]

62. In sum, Wal-Mart has a range of diversity and equal opportunity policies and initiatives, many of them implemented in the past few years. Unfortunately, they have identifiable weaknesses that limit their effectiveness for identifying and eliminating discriminatory barriers. The process for setting goals is not linked to a systematic assessment of the policies and practices that influence the rate at which men and women advance through their careers at Wal-Mart. Evaluation of managers on contributions to the company's diversity and equal employment opportunity objectives is too weak to have any significant effect, and the company fails to use the tools available to it to systematically assess employees' perceptions of discriminatory barriers related to gender. In contrast to the centralized coordination and control that characterizes the operations side of Wal-

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[121] Albrecht depo, p. 107-109, 142-143; Hobbs depo., p. 185; Sims depo., p. 177-178.

[122] Albrecht depo., p. 70-72; Jarrells Porter depo., p. 147; Peterson depo., p. 189-193. Although the surveys had been conducted annually since 1994, Ms. Albrecht testified that the first and only time she was asked to do a tabulation by gender was in 2001, and at that time she discovered that the system being used for the survey at that time was not capable of producing results separately by gender (Albrecht depo., p. 70-71).

[123] Albrecht depo., p. 55-56.

Mart's operations, its human resources practices regarding equal employment opportunities are too diffuse to establish meaningful oversight and accountability.

63. I have concluded that an elaborate and sophisticated system of centralized coordination, reinforced by a strong organizational culture, creates and sustains uniformity in personnel policy and practice throughout Wal-Mart's organizational units. I have also concluded that subjective and discretionary features of the company's personnel policy and practice make decisions about compensation and promotion vulnerable to gender bias. In addition, I have concluded that there are significant deficiencies in the way the company monitors its personnel policies and practices, establishes diversity goals, and evaluates managers' contributions to equal opportunity objectives. Personnel policy and practice at Wal-Mart as implemented in the field has features known to be vulnerable to gender bias. Discretionary and subjective elements of Wal-Mart's personnel system and inadequate oversight and ineffective anti-discrimination efforts contribute to disparities between men and women in their compensation and career trajectories at the company.

I declare under penalty of perjury of the laws of the United States and State of California that the foregoing is true and correct.

This Declaration was signed by me on April 21st, 2003, at Santa Barbara, California

William T. Bielby, Ph.D

EXHIBIT A

TESTIMONY AND CONSULTATION AS AN EXPERT WITNESS, 1998-2003:

Rebecca Beckmann, et al. v. CBS, Inc., et al.
Docket No: 3-96-1172
Court: United States District Court, District of Minnesota
Counsel: Sprenger & Lang, Minneapolis, MN
Expert Report, Deposition Testimony

Kathleen Betts v. United Airlines, Inc., et al.
Docket No: 97-4329 CW
Court: United States District Court, Northern District of California
Counsel: Koonz, McKenney, Johnson, DePaolis & Lightfoot, Washington, DC
Expert Report, Deposition Testimony, Trial Testimony

Marybeth Cremin, et al. v. Merrill Lynch, Pierce, Fenner & Smith Inc.
Docket No: 96 C 3773
Court: United States District Court, Northern District of Illinois, Eastern Division
Counsel: Stowell & Friedman, Chicago, IL
Expert Report, Rebuttal Report

Greer Gibson Bacon v. Washington Trust Bank
Docket No. 97-2-02475-1
Court: Superior Court of the State of Washington, County of Spokane
Counsel: Etter, McMahon, Lamberson & Clary, Spokane, WA
Expert Report, Deposition Testimony

Pamela K. Martens, et al. v. Smith Barney, Inc., et al.
Docket No. 96 Civ. 3779 (AGS)
Court: United States District Court, Southern District of New York
Counsel: Stowell & Friedman, Chicago, IL
Expert Report, Rebuttal Report

EEOC v. Ian Schrager, Hotels, Inc. d/b/a Mondrian Hotel
Docket No. CV 99-00987 R (RCx)
Court: United States District Court, Central District of California
Counsel: Anat Ehrlich, Kathleen Mulligan, EEOC
Report: Expert Report
Expert Report, Deposition Testimony

Judy A. Adams et al. v. Brookshire Grocery Co.
Docket No. 3-98CV0210-R
Court: United States District Court, Eastern Division of Texas, Tyler Division
Counsel: Rod Tanner & Associates, Fort Worth, TX
Report: Declaration

Lucy's Sales, et al. v. County of Contra Costa, et al.
Docket No. C98-02955 PJH (JL)
Court: United States District Court, Northern District of California
Counsel: Lawyers' Committee for Civil Rights of the San Francisco Bay Area (Oren Sellstrom)
Wilson Sonsini Goodrich & Rosati (Lisa Davis, David Berger), Palo Alto
Expert Report, Deposition Testimony, Trial Testimony

Eduardo Amezcua, et al. v. State of California, Department of Transportation, et al.
Docket No: 814381

Court: Superior Court of the State of California, County of Orange
Counsel: Allred, Maroko & Goldberg (Dolores Y. Leal), Los Angeles

Missey Jefferson, et al. v. Ingersoll International, Inc., et al.
Docket No. 98 C 50042
Court: United States District Court, Northern District of Illinois, Western Division
Counsel: Jeanne Szromba, EEOC

Curtis V. Rodriguez, et al. v. California Highway Patrol, et al.
Docket No. C-99-20895-JF/EAI
Court: United States District Court, Northern District of California
Counsel: Keker & Van Nest (Roy Austin), San Francisco
American Civil Liberties Union Foundation of Southern California
Expert Report

Ella Bramwell and Marilyn Hill v. BMG Entertainment, Inc.
Docket No. 00C 7751
Court: United States District Court, Eastern District of Illinois
Counsel: Stowell & Friedman (Linda Friedman), Chicago
Expert Report, Deposition Testimony

Eric Bates, et al. v. United Parcel Service
Docket No. C-99 2216 (TEH)
Court: United States District Court, Northern District of California
Counsel: Schneider & McCormac (Todd Schneider), San Francisco
Declaration, Expert Report, Deposition Testimony

Prabhavati Rao v. County of Ventura
Docket No. CV 01-00982 GAF (MCx)
Court: United States District Court, Central District of California
Counsel: Janet M. Koehn, Ventura, CA
Expert Report

Frank Armenta, et al. v. Osmose Wood Preserving, Inc.
Case No. CV000999
Court: Superior Court of the State of California, County of San Luis Obispo
Counsel: James H. Cordes, Santa Barbara, CA
Declaration

Francisco Rodriguez, et al. v. Merrill Lynch & Co.
Docket No. L-5908-98
Court: Superior Court of New Jersey, Law Division: Hudson County
Counsel: Steven Arenson, Arenson, Dittmar & Karbani, New York
Expert Report, Deposition Testimony

Carol Gosho, et al. v. U.S. Bancorp Piper Jaffray, Inc.
Docket C 00-01611 PJH
Court: United States District Court, Northern District of California
Counsel: Meites, Mulder, Burger & Mollica, Chicago
Declaration, Expert Report, Deposition Testimony

Betty Dukes, et al. v. Wal-Mart Stores, Inc.
Docket C-01-2252 MJJ
Court: United States District Court, Northern District of California

Counsel: The Impact Fund (Jocelyn Larkin, Brad Seligman)
Expert Report

Mary Singleton, et al. v. Regents of the University of California, et al.
Docket 807233-1
Court: Superior Court of the State of California, County of Alameda
Counsel: The Sturdavent Law Firm (Mark Johnson), San Francisco
Declarations

Equal Employment Opportunity Commission v. The Herrick Corporation d/b/a/ Stockton Steel
Docket CIV. S-00-0102 FCD DAD
Court: United States District Court, Eastern District of California
Counsel: EEOC (Lynn Palma), San Francisco
Expert Report

EEOC & Schieffelin v. Morgan Stanley
Docket 01 CV 8421 (RMB)
Court: United States District Court, Southern District of New York
Counsel: Outten & Golden (Adam Klein), New York, EEOC (Michael Ranis)
Expert Report

Stella Mitchell, et al. v. Metropolitan Life Insurance Co.
Docket 01-CIV-2112 (WHP)
Court: United States District Court, Southern District of New York
Counsel: Saperstein, Goldstein, Demchak & Ballar (Teresa Demchak), Outten & Golden (Adam Klein)
Expert Report, Deposition Testimony

EXHIBIT B

December 2002

CURRICULUM VITAE

William T. Bielby

ADDRESS:

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Santa Barbara, CA 93103

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University of California
Santa Barbara, CA 93106-9430

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CURRENT POSITION:

University of California, Santa Barbara
Professor, Department of Sociology, 1983-present
Professor, Department of Statistics and Applied Probability (Affiliated Faculty), 1993-present

EDUCATION:

B.S. Electrical Engineering (High Honors)
University of Illinois--Urbana, 1970.

M.A. Social Sciences (Economics)
University of Illinois--Urbana, 1972.

Ph.D. Sociology, University of Wisconsin, 1976.

PREVIOUS POSITIONS:

Visiting Professor, Graduate School of Management, UCLA, 1985.
Chair, Department of Sociology, University of California, Santa Barbara, 1992-1998.
Associate Professor, Department of Sociology, University of California, Santa Barbara, 1981-83.
Assistant Professor, Department of Sociology, University of California, Santa Barbara, 1977-81.
Research Associate, Institute for Research on Poverty, University of Wisconsin, 1975-77.
Rhythm guitar, bass guitar, The Newports, Harvey, Illinois, 1960-1965.

HONORS AND AWARDS:

Reuben Hill Research and Theory Award from the National Council on Family Relations, 1992 (with Denise D. Bielby)
Sociological Research Association (by election, 1989)
Kathleen Gregory Klein Award for Excellence in Feminist Studies from the Popular and American Culture Associations, 1986 (with Denise D. Bielby)
Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford, California, 1983-84.
European Group on Organizational Sociology Award, Organizations & Occupations Section, American Sociological Association, 1981 (with James N. Baron)
Eta Kappa Nu, Electrical Engineering Honorary Society
Tau Beta Pi, Engineering Honorary Society
Phi Kappa Phi, Scholastic Honorary Society
Riverdale Historical Society (Riverdale, IL), Honorary Member (2002-present)

PROFESSIONAL ACTIVITIES:

Professional Associations:

American Sociological Association
American Economic Association
American Statistical Association
Society of Labor Economists

Officer:

President, American Sociological Association, 2002-2003
Council, American Sociological Association, 1998-2001
Committee on Sections, American Sociological Association, 1998-2001 (Vice-Chair, 2000-2001)
Committee on Nominations, American Sociological Association, 1995-97
Council, (1982-84) and Secretary/Treasurer (1984-88), Methods Section of the American Sociological Association.
Council (1986-88), Organizations and Occupations Section of the American Sociological Association.

Editorial Board:

American Sociological Review (1994-1996)
Westview Series on Social Inequality (1991-1996)
Sociological Methods and Research (1978-1989, 1994-1998)
American Journal of Sociology (1982-84)
Sociology of Education (1981-85)
Gender & Society (1997-2000)

PROFESSIONAL ACTIVITIES (continued):

Member:

Social Science Research Council Site Selection Committee, First Year Fellowships in the Study of the Former Soviet Union (1989-1995)
National Institute of Mental Health, Social Science and Population Study Section Review Panel, (Special Reviewer, 1994)
National Institute of Health, Center for Scientific Review (Special Emphasis Panel Chairperson, August 1999)
National Institutes of Health, International Studies on Health and Economic Development Review Committee (November 2000)
Social Science Research Council Committee on the Sociological Study of the USSR (1988-92)
Jessie Bernard Award Selection Committee, American Sociological Association (1990-92)
Social Science Research Council Committee on Occupational Measurement (1980-88)
National Science Foundation, Sociology Review Panel (1985-87)
National Science Foundation, ADVANCE Institutional Transformation Awards Review Panel (2001)
University of Illinois Foundation (1999-2005)
Program Committee, American Sociological Association Annual Meeting, 2001
Board of Directors, Consortium of Social Science Associations (2002-2004)

PUBLICATIONS:

2003 William T. Bielby and Denise D. Bielby
"Controlling Primetime: Organizational Concentration and Network Television Primtime Programming Strategies." *Journal of Broadcasting and Electronic Media*, forthcoming.

2002 Denise D. Bielby and William T. Bielby
"Hollywood Dreams, Hard Realities: Writing for Film and Television." *Contexts*, Vol. 1, Fall/Winter 2002.

2002 William T. Bielby and Denise D. Bielby
"Telling Stories about Gender and Effort: Social Science Narratives About Who Works Hard for the Money." Forthcoming in Mauro F. Guillen, Randal Collins, Paula England, and Marshall Meyer (eds.), *The New Economic Sociology: Developments in an Emerging Field*. New York: Russell Sage Foundation.

2002 Denise D. Bielby and William T. Bielby
"Audience Aesthetics and Popular Culture." In Roger Friedland and John Mohr (eds.), *Culture Matters*. Cambridge, England: Cambridge University Press, forthcoming.

2002 William T. Bielby
"The SoCal Professor Was an Early '60s Rocker" (interview by Mike Dugo). *Lance Monthly*, Vol. 4, No. 2, July, 2002, http://musicdish.com/mag/index.php3?id=6362.

2001 Denise D. Bielby and William T. Bielby
"Audience Segmentation and Age Stratification Among Television Writers." *Journal of Broadcasting and Electronic Media*, Vol. 45, No. 3, Summer, 2001.

2000 William T. Bielby
"Minimizing Workplace Gender and Racial Bias." *Contemporary Sociology*, January, 2000.

1999 William T. Bielby
"Framing Sociology in Court: Affirmative Action Discourse and Expert Testimony on Employment Discrimination." *Research on Social Stratification and Mobility*, Vol. 17, 1999.

1999 Denise D. Bielby, C. Lee Harrington, and William T. Bielby
"Whose Stories Are They? Fans' Engagement with Soap Opera Narratives in Three Sites of Fan Activity." *Journal of Broadcasting and Electronic Media*, Vol. 42, No. 2, Spring, 1999. Reprinted in Toby Miller (ed.), *Television: Critical Concepts in Media and Cultural Studies*, New York: Routledge, 2002

1999 William T. Bielby and Denise D. Bielby
"Organizational Mediation of Project-Based Careers: Talent Agencies and the Careers of Screenwriters." *American Sociological Review*, Vol. 64, No. 1, February, 1999.

1998 Bielby, William T. and Denise D. Bielby.
The 1998 Hollywood Writers' Report: Telling ALL Our Stories. Los Angeles, CA: Writers Guild of America, West.

1997 Matt L. Huffman, Steven C. Velasco, and William T. Bielby
"Where Sex Composition Matters Most: Comparing the Effect of Job Versus Occupational Sex Composition on Earnings." *Sociological Focus*, Vol. 29, No. 3, August, 1997.

1996 Bielby, Denise D. and William T. Bielby
"Women and Men in Film: Gender Inequality among Writers in Culture Industries." *Gender & Society*, Vol. 10, No. 3, June, 1996. Reprinted in Paula Dubeck and Dana Dunn (eds.), *Workplace/Women's Place*, Belmont, CA. Roxbury, 2002.

1994 Bielby, William T. and Denise D. Bielby
"'All Hits are Flukes:' Institutionalized Decision-Making and the Rhetoric of Network Prime-Time Program Development." *American Journal of Sociology*, Vol. 99, No. 5, March, 1994. Reprinted in Toby Miller (ed.), *Television: Critical Concepts*, New York and London, Routledge, 2002.

1994 Bielby, William T. and Denise D. Bielby
"The Production of Mass Culture." *Footnotes*, Vol. 22, No. 4, April, 1994. Washington, DC: American Sociological Association.

1993 Bielby, Denise D. and William T. Bielby
"The Hollywood 'Graylist'? Audience Demographics and Age Stratification Among Television Writers." In Muriel G. Cantor and Cheryl Zollars (eds.), *Current Research on Occupations and Professions (Creators of Culture)*, Volume 8. Greenwich, CT: Jai Press.

1993 Bielby, William T.
"Aging in the Television Industry." Pp. 34-37. 74-76 in *Age Has A Future: Maturity and the Media*. Conference Proceedings published by the American Association of Retired Persons, Washington, DC.

1993 Bielby, William T. and Denise D. Bielby.
The 1993 Hollywood Writers' Report: A Survey of the Employment of Writers in the Film, Broadcast, and Cable Industries for the Period 1987-1991. West Hollywood, CA: Writers Guild of America, West.

1992 Bielby, William T. and Denise D. Bielby
"Cumulative Disadvantage in an Unstructured Labor Market: Gender Differences in the Careers of Television Writers" *Work and Occupations*, October, 1992. Reprinted in Jerry A. Jacobs (ed.), *Sex Segregation at Work*, Newbury Park, CA, Sage, 1994.

1992 Bielby, William T. and Denise D. Bielby
"I Will Follow Him: Family Ties, Gender-Role Beliefs, and Reluctance to Relocate for a Better Job," *American Journal of Sociology*, Vol. 97, No. 5, March, 1992 (Winner of the 1992 Reuben Hill Research and Theory Award from the National Council on Family Relations).

1992 Bielby, William T. "The Structure and Process of Sex Segregation." In Richard Cornwall and Phanindra Wunnava (eds.), *New Approaches to Economic and Social Analyses of Discrimination*. New York: Praeger. Reprinted in David B. Grusky (ed.), *Social Stratification: Class, Race, and Gender in Sociological Perspective*, Second Edition, Boulder, CO: Westview Press, 2001.

1991 Bielby, William T. and Ross N. Matsueda
"Statistical Power in Nonrecursive Linear Models," in Peter V. Marsden (ed.), *Sociological Methodology 1991*. Washington D.C.: American Sociological Association.

1991 Bielby, William T.
"Sex Differences in Careers: Is Science a Special Case?" in H. Zuckerman, J. R. Cole, and J.T. Bruer (eds.), *The Outer Circle: Women in the Scientific Community*. New York: Norton. Reprinted (German translation) in Beate Krais (ed.), *Wissenschaftskultur und Geschlechterordnung*, Frankfort: Campus Verlag.

1989 Bielby, William T. and Denise D. Bielby
"Family Ties: Balancing Commitments to Work and Family in Dual Earner Households," *American Sociological Review*, Vol. 54, No. 5, October, 1989.

1989 Bielby, W.T. and Bielby, D.D.
The 1989 Hollywood Writers' Report: Unequal Access, Unequal Pay. West Hollywood, CA: Writers Guild of America, West.

1988 Bielby, Denise D. and William T. Bielby
"She Works Hard for the Money: Household Responsibilities and the Allocation of Work Effort," *American Journal of Sociology*, Vol. 93, No. 5, March, 1988 (Winner of the 1986 Kathleen Gregory Klein Award for Excellence in Feminist Studies from the Popular and American Culture Associations).

1988 Bielby, Denise D. and William T. Bielby
"Women's and Men's Commitment to Paid Work and Family: Theories, Models, and Hypotheses," in B. Gutek, L. Larwood, and A. Stromberg (eds.), *Women and Work, Volume III*. Newbury Park, CA: Sage.

1988 Bielby, Denise D. and William T. Bielby
"Sex Differences in the Allocation of Work Effort Among Professionals and Managers,"

in R. Schwartz, (ed.), *Women at Work.* Los Angeles: UCLA Institute for Social Science Research.

1988 Treiman, Donald J., William T. Bielby, and Man-tsun Cheng
"Evaluating a Multiple-Imputation Method for Recalibrating 1970 U.S. Detailed Industry Codes to the 1980 Standard," in C. Clogg (ed.), *Sociological Methodology 1988*, Vol. 18. Washington, D.C.: American Sociological Association.

1988 Bielby, Denise D., William C. Brastow, and William T. Bielby
"Goal Incongruence, Interdependence, and Decision-Making in a 'High-Tech' Firm," *Research in the Sociology of Work*, Volume 4, 1988. Revised version published in Russian in V. Yadov (ed.), *Social Organization of Labor: Aspects of the Problem.* Moscow: Soviet Sociological Association, 1989.

1987 Bielby, William T.
"Modern Prejudice and Institutional Barriers to Equal Employment Opportunities for Minorities," *Journal of Social Issues*, Vol. 43, No. 1, Spring, 1987.

1987 Bielby, William T. and Denise D. Bielby
The 1987 Hollywood Writers' Report: A Survey of Ethnic, Gender and Age Employment Factors. West Hollywood, CA: Writers Guild of America, West.

1987 Bielby, William T. and James N. Baron
"Undoing Discrimination: Comparable Worth and Job Integration," in Christine Bose and Glenna Spitze (eds.), *Ingredients for Women's Employment Policy.* Albany: State University of New York Press.

1986 Baron, James N. and William T. Bielby
"The Proliferation of Job Titles in Organizations," *Administrative Science Quarterly*, Vol. 31, No. 4, December, 1986.

1986 Baron, James N., Alison Davis-Blake, and William T. Bielby
"The Structure of Opportunity: How Promotion Ladders Vary Within and Among Organizations," *Administrative Science Quarterly*, Vol. 31, No. 2, June 1986. Reprinted in Peter Capelli (ed.), *Training and Development, a volume in The International Library of Management*, Aldershot, Hampshire, England, Dartmouth Publishing, 1994.

1986 Bielby, William T.
"Arbitrary Metrics in Multiple Indicator Models of Latent Variables," *Sociological Methods and Research*, Vol. 15, No. 1, November, 1986.

1986 Bielby, William T.
"Arbitrary Normalizations (comments on Sobel, Arminger and Henry), *Sociological Methods and Research*, Vol. 15, No. 1, November, 1986.

1986 Bielby, William T. and James N. Baron
"Sex Segregation Within Occupations," *American Economic Review*, Vol. 76, No. 2, May, 1986.

1986 Matsueda, Ross N. and William T. Bielby
"Statistical Power in Covariance Structure Models," in Nancy Tuma (ed.), *Sociological Methodology 1986.* Washington D.C.: American Sociological Association.

1986 Bielby, William T. and James N. Baron
"Men and Women at Work: Sex Segregation and Statistical Discrimination," *American Journal of Sociology*, Vol. 91, No. 4, January, 1986. Reprinted in David B. Grusky (ed.), *Social Stratification: Class, Race, and Gender in Sociological Perspective*, Boulder, CO: Westview Press, 1994. Reprinted in Marianne A. Ferber (ed.), *Women in the Labor Market* (in the series *International Library of Critical Writings in Economics*, Mark Blaug, series editor), Cheltenham, UK: Edward Elgar Publishing, 1998.

1985 Baron, James N. and William T. Bielby
"Organizational Barriers to Gender Equality: Sex Segregation of Jobs and Opportunities," in A.S. Rossi (ed.), *Gender and the Life Course*. New York: Aldine, 1985.

1984 Bielby, William T. and James N. Baron
"A Woman's Place is With Other Women: Sex Segregation Within Organizations," in B. Reskin (ed.), *Sex Segregation in the Workplace: Trends, Explanations, Remedies*. Washington, D.C.: National Academy Press, 1984.

1984 Baron, James N. and William T. Bielby
"The Organization of Work in a Segmented Economy," *American Sociological Review*, Vol. 49, No. 4, August, 1984.

1984 Bielby, Denise D. and William T. Bielby
"Work Commitment, Sex Role Attitudes, and Women's Employment," *American Sociological Review*, Vol. 49, No. 2, April, 1984.

1983 Bielby, William T. and James N. Baron
"Organizations, Technology, and Worker Attachment to the Firm," in D. J. Treiman and R. V. Robinson (eds.), *Research in Social Stratification and Mobility*, Vol. II. Greenwich, Connecticut: Jai Press, 1983.

1983 Wilson, Thomas P. and William T. Bielby
"Recursive Models for Categorical Data," *Social Science Research*, Vol. 12, June, 1983.

1982 Baron, James N. and William T. Bielby
"Workers and Machines: Dimensions and Determinants of Technical Relations in the Workplace," *American Sociological Review*, Vol. 47, No. 2, April, 1982.

1981 Bielby, William T.
"Neighborhood Effects: A LISREL Model for Clustered Samples," *Sociological Methods and Research*, Vol. 10, No. 1, August, 1981.

1981 Bielby, William T.
"Models of Status Attainment," in D. J. Treiman and R. V. Robinson (eds.), *Research in Social Stratification and Mobility*, Vol. I, Greenwich, Connecticut: Jai Press, 1981.

1981 Bielby, William T. and Arne L. Kalleberg
"The Structure of Occupational Inequality," *Quality and Quantity*, Vol. 15, No. 2, April, 1981.

1981 Friedland, Roger O. and William T. Bielby
"The Power of Business in the City," in T. N. Clark and L. C. Ferguson (eds.), *Urban Policy Analysis*. Beverly Hills: Sage Publications, 1981.

1981 Hawley, Clifford B. and William T. Bielby
"Research Uses of Longitudinal Survey Data on Women," in R. F. Boruch, P. M. Wortman, and D. S. Cordray (eds.), *Reanalyzing Program Evaluations Policies and Practices for Secondary Analysis of Social and Educational Programs.* San Francisco: Jossey-Bass, 1981.

1980 Baron, James N. and William T. Bielby
"Bringing the Firms Back In: Stratification, Segmentation, and the Organization of Work," *American Sociological Review*, Vol. 45, No. 5, October, 1980 (Winner of the European Group on Organizational Sociology Award, American Sociological Association, 1981). Reprinted in David B. Grusky (ed.), *Social Stratification: Class, Race, and Gender in Sociological Perspective.* Boulder, CO, Westview Press, 1992.

1980 Sanders, Jimy M. and William T. Bielby
"Revising 'The American Soldier Revisited:' Comment on Butler and Wilson," *Social Science Quarterly*, Vol. 60, No. 2, September, 1980.

1979 Allen, Richard C. and William T. Bielby
"Blacks' Attitudes and Behaviors Toward Television," *Communications Research*, Vol. 6, No. 4, October, 1979.

1979 Allen, Richard C. and William T. Bielby
"Blacks' Relationship with the Print Media," *Journalism Quarterly*, Autumn, 1979.

1977 Bielby, William T. and Robert M. Hauser
"Response Errors in Earnings Functions for Nonblack Males," *Sociological Methods and Research*, Vol. 6, No. 2, November, 1977. The issue has been reprinted as *Survey Design and Analysis: Current Issues*, D.F. Alwin (ed.), Beverly Hills, CA: Sage Publications, 1978. Article reprinted in *Linear Models in Social Research*, P. V. Marsden (ed.), Beverly Hills, CA: Sage Publications, 1981.

1977 Bielby, William T. and Robert M. Hauser
"Structural Equations Models," *Annual Review of Sociology*, Vol. 3, 1977.

1977 Bielby, William T., Robert M. Hauser, and David L. Featherman
"Response Errors of Black and Nonblack Males in Models of the Intergenerational Transmission of Socioeconomic Status," *American Journal of Sociology*, Vol. 82, No. 6, May, 1977.

1977 Bielby, William T., Robert M. Hauser, and David L. Featherman
"Response Errors of Nonblack Males in Models of the Stratification Process," in D. J. Aigner and A. S. Goldberger (eds.), *Latent Variables in Socioeconomic Models.* Amsterdam: North-Holland, 1977, revised and expanded *in Journal of the American Statistical Association*, Vol. 72 No. 360, December, 1977.

1977 Bielby, William T. and James R. Kluegel
"Simultaneous Statistical Inference and Statistical Power in Survey Research Applications of the General Linear Model," in D. R. Heise (ed.), *Sociological Methodology: 1977.* San Francisco: Jossey-Bass, 1977.

1974 Bielby, William T. and James R. Kluegel
"Non-random Exogenous Variables in Path Analysis: A Comment," *American Sociological Review*, Vol. 39, No. 6, December, 1974.

BOOK REVIEWS AND REVIEW ESSAYS:

2001 *Creative Industries: Contracts Between Art and Commerce* by Richard E. Caves. Reviewed in *American Journal of Sociology*, forthcoming.

1999 *Organizations in America: Analyzing Their Structures and Human Resource Practices* by Arne L. Kalleberg, David Knoke, Peter V. Marsden, and Joe L. Spaeth. Reviewed in *Administrative Science Quarterly*, Vol. 44, No. 4, December 1999.

1999 *The Use of Social Science Data in Supreme Court Decisions* by Rosemary J. Erickson and Rita J. Simon. Reviewed in *Contemporary Sociology*, March, 1999.

1998 "Firm Commitments." Review Essay on *The Time Bind: When Work Becomes Home and Home Becomes Work* by Arlie Russell Hochschild. Contribution to Review Symposium in *Contemporary Sociology* Vol. 27, No. 1, January, 1998.

1998 *Social Differentiation and Social Inequality: Essays in Honor of John Pock*, edited by James N. Baron, David B. Grusky, and Donald J. Treiman. Reviewed in *Contemporary Sociology*, Vol. 27, No. 2, March, 1998.

1992 "Organizations, Stratification, and *The American Occupational Structure*." Review essay in *Contemporary Sociology* as part of a 25 year retrospective on Blau and Duncan's *The American Occupational Structure*, Vol. 21, No. 5, September, 1992.

1992 *Revolving Doors: Sex Segregation and Women's Careers* by Jerry A. Jacobs, *and Doing Comparable Worth: Gender, Class, and Pay Equity* by Joan Acker. Reviewed *in Social Forces*, Vol. 70, No. 4, June, 1992.

1988 *The Process of Occupational Sex-Typing: The Feminization of Clerical Labor in Great Britain* by Samuel Cohen, and *Gender at Work: The Dynamics of Job Segregation* by Sex during World War II by Ruth Milkman. Reviewed in *Social Forces*, Vol. 67, No. 2, December, 1988.

1986 "Contractual Arrangements." Review of *Households, Employment, and Gender: A Social, Economic, and Demographic View* by Paula England and George Farkas. Reviewed in *Science*, Vol. 232, No. 4753, May, 1986.

1984 "Imperatives of the Organization: Stinchcombe's Techno-Marxism." Review essay on *Economic Sociology* by A. S. Stinchcombe. *American Journal of Sociology*, Vol. 90, No. 1, July, 1984.

1980 "More Inequality: Christopher Jencks on the Paths to Success." Review essay *on Who Gets Ahead?* by Christopher Jencks, et al. in *Contemporary Sociology*, Vol. 9, No. 1, November 1980.

1980 *Mathematical Tools for Applied Multivariate Analysis* by P. E. Green. Reviewed in *Contemporary Sociology*, Vol. 9, No. 1, January 1980.

1979 *Inequality in American Communities* by R. F. Curtis and E. F. Jackson; and *Classes in the United States: Workers Against Capitalists* by C. Loren. Reviewed in *Social Forces*, Vol. 57, No. 3, March, 1979.

1977 *Women and the Workplace: The Implications of Occupational Segregation.* Edited by Martha Blaxall and Barbara Reagan. Reviewed in *Social Forces*, Vol. 56, No. 1, September, 1977.

TECHNICAL REPORTS:

1995 Bielby, William T. and Denise D. Bielby
"Agency Representation and Writers' Employment in Television and Film." Report prepared for the Writers Guild of America, West, West Hollywood, CA, February 1995.

1987 Bielby, William T. and Denise D. Bielby
"Employment Opportunities for Television Writers: Continuity and Change from 1960 to the Present." Report prepared for the Writers Guild of America, West Hollywood, CA, October 1987.

1983 Bielby, William T.
"Measuring Attributes of Jobs in the Panel Study of Income Dynamics." Report prepared for the National Advisory Board on the Panel Study of Income Dynamics, January, 1983.

1983 Nam, Charles B. (Subcommittee Chair), William T. Bielby, Clifford Clogg, Stephen Fienberg, William H. Form, Robert M. Hauser, David L. Kaplan, Ann R. Miller, Mary G. Powers, Donald Rubin, and Donald J. Treiman.
"Alternative Methods For Effecting the Comparability of Occupational Measurement Over Time." Report to the SSRC Advisory and Planning Committee on Social Indicators and the U.S. Bureau of the Census. Subcommittee on Comparability of Occupational Measurement, Social Science Research Council.

1980 Bielby, William T. and Richard A. Berk
"Sources of Error in Survey Data Used in Criminal Justice Evaluation." Final Report submitted to National Institute of Law Enforcement and Criminal Justice.

1979 Bielby, William T.
"Evaluating Measures of Neighborhood Quality in the Annual Housing Survey." *Annual* Housing *Survey Studies No. 2.* U.S. Department of Housing and Urban Development. Washington, D.C.: U.S. Government Printing Office, 1979.

1979 Bielby, William T., Clifford B. Hawley and David Bills
Research Uses of the National Longitudinal Surveys. Research and Development Monograph No. 62, U.S. Department of Labor. Washington, D.C.: U.S. Government Printing Office, 1979.

RECENT PAPERS PRESENTED AT PROFESSIONAL MEETINGS (1999 - present):

2002 "'I Remember Great Times:' Recreating Community in a Suburban Diaspora." American Sociological Association, Chicago, IL, August, 2002 (with Carl Dumavich and Craig Rawlings).

2002 "Insuring Discrimination: Making a Market for Employment Practice Liability Insurance." American Sociological Association, Chicago, IL, August, 2002 (with Michael Bourgeois).

2000 "Segmented Audiences/Segmented Labor Markets: Age Stratification Among Film and Television Writers." Association for Cultural Economics International, Minneapolis, MN, May, 2000.

1999 "Out With the Old: Age Stratification in the Careers of Screenwriters." American Sociological Association, Chicago, IL, August, 1999 (with Denise D. Bielby).

1999 "Controlling Prime-Time: Organizational Concentration and Network Television Programming Strategies." American Sociological Association, Chicago, IL, August, 1999 (with Denise D. Bielby and Shari Ross Altarec).

RECENT INVITED LECTURES AND ACTIVITIES (1999-present)

2003 "Social Psychology of Bias." Panelist, American Bar Foundation and Stanford Law School Conference, Rights and Realities: Legal and Scientific Approaches to Employment Discrimination. Stanford Law School, March 24-25, 2003.

2002 "Thin Vitae: Blues & 3-Chord Rock 'n Roll." Performance, Grand Ballroom, Chicago Hilton, American Sociological Association, Chicago, IL, August 16, 2002 (with Steve Gortmaker, Doreen Lebeau, Craig Rawlings, Bryan Salvage, Mickey Silvers, and John Sutton; video by Carl Dumavich).

2002 Discussant, "Profiling and Ascription in Employment." Thematic Session, American Sociological Association, Chicago, IL, August, 2002.

2002 "The Social Psychology of Racial Profiling in Drug Interdiction Stops." Association of Black Sociologists, Chicago, IL, August, 2002.

2002 "Organizational Perspectives on Minimizing Workplace Bias," Cognitive Bias Working Group, Program on Gender, Work & Family, College of Law, American University, May 11, 2002.

2002 "Expert Testimony on Stereotyping and Cognitive Bias in Employment Litigation," Cognitive Bias Working Group, Program on Gender, Work & Family, College of Law, American University, May 10, 2002.

2002 "Social Statistics in Litigation Contexts." Quantitative Methods in the Social Sciences Colloquium, University of California, Santa Barbara, April 18, 2002.

2002 "Controlling Prime-Time: Organizational Concentration and Network Television Programming Strategies," Colloquium, Department of Communication, University of California, Santa Barbara, March, 2002 (with Denise D. Bielby).

2001 "Disney's America and the World." Organizer and Presider, Thematic Session, American Sociological Association, Anaheim, CA, August, 2001.

2001 Professional Workshop: Serving as an Expert Witness. American Sociological Association, Anaheim, CA, August, 2001.

2001 Author Meets Critic, Barry *Glassner's The Culture of Fear: Why Americans Are Afraid of the Wrong Things*. Panelist, Pacific Sociological Association, March 2001.

2001 "Hollywood Graylist? Access to Employment for Writers." Sociology Day - Perspectives on Aging in the 21st Century, California State University, Fullerton, March 20, 2001 (with Denise D. Bielby).

2001 State of California Senate Committee on Government Oversight Hearing, testimony on gender equity in University of California practices for faculty hiring, January 31, 2001.

2000 "Talent Agencies as Labor Market Intermediaries." Invited panelist, Special Session: The Duality of Careers and Organizations, American Sociological Association, Washington DC, August, 2000.

2000 Discussant, "Racial Discrimination Revisited." Thematic Panel, American Sociological Association, Washington DC, August, 2000.

2000 Panelist, "Gender Differences in the Careers of Attorneys." California Women Lawyers Conference 2000, Los Angeles, CA, July 29, 2000.

2000 Panelist, "Studying Artists' Labor Markets: Lessons from Research on Comparable Occupational Communities." Princeton University Center for Arts and Cultural Policy Studies, Research on Artists Working Conference, May 2000.

2000 " Who Works Hard for the Money: A Comparison of Theories about Work Effort and Organizational Commitment." Second Annual Conference on Economic Sociology, University of Pennsylvania, Philadelphia, PA March 2000 (with Denise D. Bielby).

1999 Panelist, "Is Time Running Out for Affirmative Action?" American Anthropological Association, Chicago, IL, November, 1999.

1999 Session Organizer, Legal Issues Surrounding Inequality by Race, Class, or Gender, American Sociological Association, Chicago, IL, August, 1999.

1999 Panelist, "Sociologists as Testifying Experts," Pacific Sociological Association, Portland, OR, April 17, 1999.

1999 "The Hollywood Graylist: Age Bias in the Labor Market for Film and Television Writers." Dipartimento di Sociologia, Universita' degli studi di Milano Bicocca, Milan, Italy, March 30, 1999 (with Denise D. Bielby).

RESEARCH GRANTS:

2002-03 "'Serial Employment': Professional, Managerial, and Technical Workers in the New Economy." University of California Institute for Labor and Employment (with Lisa Torres).

1995-98 "Environments, Organizations, and Jobs: The Causes and Consequences of Workplace Gender Segregation." National Science Foundation, Sociology Division and Human Capital Initiative.

1995-96 "MOST Program: Minority Opportunity Through School Transformation." American Sociological Association, Ford Foundation, and the Borchard Foundation (Co-Investigator, with Kum-Kum Bhavnani).

1989-93 "From Market to Hierarchy: Industrial Change and the Employment Relation in Television Production." National Science Foundation, Sociology Division. (Principal Investigator. Denise D. Bielby, Co-Investigator.)

1985-87 "Men's and Women's Commitment to Work and Family." National Science Foundation, Sociology Division. (Principal Investigator. Denise D. Bielby, Co-Investigator.)

1987 "Research Conference on Occupational Sex Segregation and Comparable Worth." American Sociological Association, Problems of the Discipline Program (with Toby Parcel, James Baron, Paula England, Jerry Jacobs, Barbara Reskin, and Patricia Roos).

1980-83 "Jobs, Firms, and Industries: Economic 'Dualism' and the Organization of Work." National Science Foundation, Divisions of Sociology and Applied Research. (Principal Investigator. James N. Baron, Co-Investigator.)

1978-80 "Sources of Error in Survey Data Used in Criminal Justice Evaluation." National Institute of Law Enforcement and Criminal Justice. (Principal Investigator. Richard A. Berk, Co-Investigator.)

1978 "Neighborhood and Household Components of Variation in Respondents' Reports of Neighborhood Quality." U. S. Department of Housing and Urban Development. (Principal Investigator.)

1977 "Research Uses of the National Longitudinal Survey." U. S. Department of Labor. (Principal Investigator.)

RESEARCH AND TEACHING INTERESTS:

Quantitative Methods	Organizations
Media & Popular Culture	Labor Markets & Discrimination
Social Stratification	Gender

REFERENCES: available upon request

EXHIBIT C

Depositions Reviewed

Andrade, Pedro
Annatone, Michael
Arnold, Craig
Baldwin, Charles
Bilgischer, Sharon
Bosler, Mark
Brown, Jesse James
Burner, Trent
Butler, John
Carey, Matthew
Carter, Daniel
Carter, Rebecca
Coughlin, Thomas
Crawford, Ulonda
Curran, Pat Managers
Dolan, Ben
Ellison, Sandy
Fielek, Mina
Garland, Cindy
Goodwin, Phillip
Grimm, Thomas
Hammer, Megan
Harris, Don
Harper, Kevin
Harper, Kevin 30(b)6
Hass, Melinda
Haworth, Jim
Heilman, Lisa L.:
Heinle, Shelly Jo
Hobbs, Judy
Hottinger, Sheri
Johnson, Sylvester
Keeley, Arthur
Kintzele, Debra
Kwapnoski, Christine
Lem Albrecht, Kristi
Ludwig, Marcus
Mains, Joe
Martinez, Vincent
Mireles, Arturo
Mitchell, Janet
Monfils, Bob
Muzingo, Ramona Benson (Truax)
Oshier, Alan George

Palmer, Linda
Perkins, David
Peterson, Coleman
Pharr, Terry
Poland, Brian
Porter, Charlene Jerrells
Pozar, Sue
Raps, Marvinr
Reeves, Jeffrey
Reeves, Jeffrey 30(b)6
Rosales, Michael
Ruiz, Gisel
Scantlin, John William
Schaffner, Brad
Schwindt, Kendall
Seaman, Bernard
Shatz, Kenneth
Sherman, John
Sims, Jonathan
Spragg, Greg
Swanson, Celia
Tang, Meng
Tompkins, Larry
Van Allen, Janice
Warner, John
Weaver, Kimberly
Webescher, Jill
Wigger, Roxanne
Williams, Larry
Wilson, Andrew
Winkler, James Richard

EXHIBIT D

Summary of Workforce by Year, Dept, Job, Sex, Retail Jobs — Regular Wmt only

Source: People Soft Data
Restricted to persons active at year-end.

Dept	Dept Label	JobCd	Job Title	1999 Total	1999 %Fem	2000 Total	2000 %Fem	2001 Total	2001 %Fem
Total	All Depts	Total		728281	67.1	806872	66.1	838221	65.2
Total	All Depts	000101	TEAM LEAD	55472	79.3	59356	78.9	65034	78.5
Total	All Depts	000102	CUSTOMER S	256	96.9	94	94.7	4	100.0
Total	All Depts	000103	SLOTTER	168	77.4	120	81.7	894	37.6
Total	All Depts	000104	PAY COORDI	12	41.7	8	37.5	7	42.9
Total	All Depts	000105	MDSE SPRT	2	100.0	0	0.0	0	0.0
Total	All Depts	000150	SETUP ASOC	5	80.0	432	60.0	218	54.6
Total	All Depts	000180	TEMP SETUP	2151	56.8	1811	57.2	1260	50.7
Total	All Depts	000182	IMPULSE	1	100.0	1	100.0	1	100.0
Total	All Depts	000201	SALES ASSOC	183824	66.0	200328	65.2	206264	64.4
Total	All Depts	000202	MASTERPACK	6175	68.3	3908	70.6	656	53.4
Total	All Depts	000203	SLOTTER	8	75.0	73	86.3	263	88.2
Total	All Depts	000205	PRE-PRESS	1	0.0	1138	62.8	2063	59.8
Total	All Depts	000209	SALES ASSC	1	100.0	847	30.3	1031	36.6
Total	All Depts	000211	TRAVEL CON	8	87.5	686	35.3	13	76.9
Total	All Depts	000220	SALES COOR	2081	98.3	2270	98.5	2201	98.1
Total	All Depts	000234	SALES ASSC	0	0.0	789	95.7	4	100.0
Total	All Depts	000237	FITTING RM	7068	99.1	7744	99.2	7611	99.0
Total	All Depts	000246	SALES ASSC	0	0.0	755	95.4	1198	92.9
Total	All Depts	000284	FLORAL ASC	1194	95.5	1530	95.2	1558	95.4
Total	All Depts	000301	STOCK PERS	9155	78.8	7734	86.1	7664	86.1
Total	All Depts	000302	O/N TECH	1759	49.8	1834	50.0	1781	50.5
Total	All Depts	000303	FLORAL	1823	98.2	1793	96.7	1156	97.9
Total	All Depts	000304	BTL RDMPTN	17	29.4	32	18.8	31	22.6
Total	All Depts	000306	DAY MNTCE	588	30.6	463	29.8	387	30.7
Total	All Depts	000310	SKATER/MAY	1024	69.8	1046	68.7	40	65.0
Total	All Depts	000311	COMP SHP	0	0.0	14	85.7	12	83.3
Total	All Depts	000320	DEMO PTNR	15	100.0	12	100.0	12	100.0
Total	All Depts	000325	DEMO COORD	0	0.0	0	0.0	0	0.0
Total	All Depts	000330	ASSEMBLER	4216	4.7	4986	4.9	5498	4.0
Total	All Depts	000410	NEW STORE	8061	21.3	11493	23.2	13682	23.5
Total	All Depts	000415	RESTOCKER	23598	17.4	24415	13.5	24272	10.8
Total	All Depts	000416	INTERNATIO	107	29.0	39	25.6	35	20.0
Total	All Depts	000450	INV TEAM	4710	54.3	11141	48.6	17286	44.1
Total	All Depts	000451	ICS LEAD	1029	60.5	2287	52.7	2421	47.5

Total	All Depts	000460	O/N SFTL	2191	95.8	4889	93.4	6649	94.9
Total	All Depts	000462	STOCKER	2333	72.9	841	67.9	531	63.8
Total	All Depts	000463	NITE RECVG	24	66.7	11	63.6	10	60.0
Total	All Depts	000464	DAY MERCH	58	60.3	42	61.9	29	62.1
Total	All Depts	000465	DSD REC.	5470	79.2	5807	79.1	6064	79.4
Total	All Depts	000466	S/L RC/STK	7405	96.5	7906	96.7	5390	96.9
Total	All Depts	000468	HDLN/HMLN	12697	61.9	12655	58.9	10413	51.3
Total	All Depts	000469	HD/HM O/N	37895	56.7	44585	52.6	50828	51.2
Total	All Depts	000470	STRAT STKR	49	61.2	195	55.9	219	62.6
Total	All Depts	000501	CASHIER	132557	89.6	143644	89.6	151081	89.5
Total	All Depts	000502	MASTERPACK	735	87.9	532	89.8	210	91.9
Total	All Depts	000503	MALL CASH	79	91.1	89	87.6	83	89.2
Total	All Depts	000504	LIFT DRIVE	15	80.0	7	85.7	23	91.3
Total	All Depts	000505	PE DRIVER	1337	75.5	2096	81.1	2845	83.9
Total	All Depts	000510	CSM	17127	89.4	19622	89.4	20586	88.7
Total	All Depts	000511	LEAD CSM	287	97.9	17	82.4	1	100.0
Total	All Depts	000513	MALL CSM	35	80.0	33	78.8	35	68.6
Total	All Depts	000520	ACCOUNTING	16650	64.5	18919	62.7	19734	62.3
Total	All Depts	000521	PURCHASING	2992	60.2	4439	60.1	5006	60.8
Total	All Depts	000522	GC GREETER	3894	49.5	4201	49.5	4479	50.7
Total	All Depts	000523	ML PPL GRT	73	63.0	63	61.9	59	69.5
Total	All Depts	000526	ACC. CHECK	52	59.6	23	39.1	7	57.1
Total	All Depts	000527	REPORTS CL	12	75.0	10	70.0	7	71.4
Total	All Depts	000530	CART PTNR	15234	1.8	17576	1.8	17123	1.7
Total	All Depts	000540	SRVICE DSK	11172	94.3	11309	94.2	11283	94.2
Total	All Depts	000541	RETURNS	9	77.8	7	85.7	5	80.0
Total	All Depts	000550	LAYAWAY	10458	85.1	10276	85.5	9653	86.5
Total	All Depts	000551	LAYW STCKR	10	0.0	10	0.0	213	11.3
Total	All Depts	000560	PULL TAB	7	100.0	0	0.0	0	0.0
Total	All Depts	000600	OF ASSOC	1600	97.4	3457	97.2	4082	97.4
Total	All Depts	000601	UPC	1390	95.6	393	96.4	14	100.0
Total	All Depts	000602	INVOICE	1401	97.9	440	97.3	55	94.5
Total	All Depts	000603	CLAIMS	4607	89.3	4986	88.9	5203	88.7
Total	All Depts	000604	CASH	13998	94.2	15787	94.0	15970	94.2
Total	All Depts	000606	ON-LINE OD	2760	95.3	2850	95.2	2730	95.6
Total	All Depts	000607	OFF-LINE O	755	94.7	1100	93.1	1543	94.2
Total	All Depts	000608	RESERVE ST	5	80.0	16	93.8	25	92.0
Total	All Depts	000609	REPLENISH	1	100.0	0	0.0	10	100.0
Total	All Depts	000610	2/c press	337	98.2	388	97.2	395	96.7
Total	All Depts	000612	REG ASST.	7	100.0	7	100.0	7	100.0
Total	All Depts	000613	OFFICE	21	100.0	6	100.0	5	100.0
Total	All Depts	000620	OFFICE AST	0	0.0	0	0.0	0	0.0
Total	All Depts	000700	1NL TRAINE	0	0.0	11	72.7	18	50.0
Total	All Depts	000701	TELEMARKET	0	0.0	4	50.0	10	30.0
Total	All Depts	000710	NEW STORE	10017	9.7	10321	10.6	12324	10.3

Total	All Depts	000711	DAY MAINT.	6711	33.4	7903	33.7	8560	33.5
Total	All Depts	000714	NGT MAINT	114	11.4	91	12.1	70	14.3
Total	All Depts	000715	REPAIR TEC	5	20.0	5	20.0	5	20.0
Total	All Depts	000750	SECURITY	2504	21.4	3423	18.6	2780	20.4
Total	All Depts	000751	OFF DY SEC	3030	6.9	2281	7.7	2723	6.9
Total	All Depts	000752	PARK LT PR	1216	7.4	1296	7.6	1149	6.1
Total	All Depts	000753	UNIFORM GD	75	18.7	332	5.1	181	3.9
Total	All Depts	000801	PHOT TECH	6995	75.5	7477	75.4	7203	74.3
Total	All Depts	000802	PHOT SPEC	5424	76.7	6120	77.7	6273	77.8
Total	All Depts	000803	PC MGR TRN	156	77.6	300	80.7	178	74.7
Total	All Depts	000812	NON-CON OR	7	14.3	10	0.0	15	13.3
Total	All Depts	000813	DEPT MGR	1134	64.7	1295	63.3	57	52.6
Total	All Depts	000814	SER MGR-HR	1020	3.2	1229	3.0	1324	3.4
Total	All Depts	000815	WRTR/GRTR	963	49.0	1200	54.6	1071	49.9
Total	All Depts	000816	TIRE TECH	159	0.0	72	0.0	60	0.0
Total	All Depts	000817	L.BAY TECH	335	3.0	184	1.6	157	1.3
Total	All Depts	000818	U.BAY TECH	398	3.0	211	4.3	185	4.3
Total	All Depts	000819	ALIGN TECH	188	1.1	111	1.8	54	3.7
Total	All Depts	000820	QUAL TECH	2	0.0	2	0.0	2	0.0
Total	All Depts	000821	CRTSY TECH	52	11.5	26	15.4	23	13.0
Total	All Depts	000822	SER MGR-SA	0	0.0	0	0.0	0	0.0
Total	All Depts	000823	SERV TECH	8991	3.4	10571	3.5	11826	3.3
Total	All Depts	000840	RX MANAGER	2	100.0	3	66.7	2	50.0
Total	All Depts	000841	STAFF RX	6	66.7	8	62.5	10	70.0
Total	All Depts	000842	ROUTE/FORK	2482	95.4	2588	95.0	166	91.6
Total	All Depts	000843	RX TECH 1	7962	92.4	8760	92.1	9280	91.4
Total	All Depts	000844	RX ASSTMGR	0	0.0	1	100.0	0	0.0
Total	All Depts	000847	PRE GRD IN	55	58.2	62	66.1	78	65.4
Total	All Depts	000848	RX TECH 2	254	93.7	338	92.6	525	92.2
Total	All Depts	000849	DOCUTECH	108	98.1	166	94.6	221	94.6
Total	All Depts	000850	CA VC MGR	0	0.0	0	0.0	1	100.0
Total	All Depts	000851	VISION MGR	0	0.0	0	0.0	1	100.0
Total	All Depts	000852	OPTICIAN	3459	84.6	4000	84.6	4379	84.6
Total	All Depts	000853	LAB TECH	1020	58.5	1202	58.2	1290	61.9
Total	All Depts	000854	OPT TRN	232	87.5	184	82.1	185	83.2
Total	All Depts	000856	LIC OPTICI	495	65.1	573	62.0	631	63.2
Total	All Depts	000857	OPT ASST 1	525	94.3	692	93.2	717	93.6
Total	All Depts	000859	PT OPTOMET	1	100.0	3	66.7	1	100.0
Total	All Depts	000860	V.C.ASST	0	0.0	0	0.0	0	0.0
Total	All Depts	000862	OPT ASST 2	0	0.0	4	75.0	7	85.7
Total	All Depts	000863	SCREENER	204	91.7	32	96.9	11	90.9
Total	All Depts	000872	CA PHR INT	0	0.0	1	100.0	2	50.0
Total	All Depts	000873	OPT TRN RE	0	0.0	4	75.0	13	69.2
Total	All Depts	000885	MANAGER	2	50.0	2	50.0	3	66.7
Total	All Depts	000886	CA 1HR MGR	0	0.0	0	0.0	3	33.3

Total	All Depts	000903	DEPT MGR	5	40.0	3	33.3	1	0.0
Total	All Depts	000904	FOOD REC.	18	16.7	17	17.6	17	17.6
Total	All Depts	000910	LEAD	2258	46.9	2976	47.3	3614	48.7
Total	All Depts	000911	OTC LEAD	1	100.0	1	100.0	149	37.6
Total	All Depts	000915	PROCESSOR	3171	7.2	2074	7.3	246	8.9
Total	All Depts	000932	WRAPPER	2412	85.7	2637	86.9	2890	86.9
Total	All Depts	000934	FORKLIFT D	0	0.0	1	0.0	0	0.0
Total	All Depts	000970	DELI WALL	0	0.0	0	0.0	0	0.0
Total	All Depts	000981	BAKER	1740	80.5	2058	81.6	2258	82.0
Total	All Depts	000982	DONUT CREW	1842	80.3	2348	81.0	2788	80.8
Total	All Depts	000983	CAKE DCTR	1744	96.0	2313	96.5	2826	95.8
Total	All Depts	001001	GEN MGR	0	0.0	0	0.0	0	0.0
Total	All Depts	001003	REGIONAL	0	0.0	0	0.0	0	0.0
Total	All Depts	001005	HARD/L A/M	0	0.0	0	0.0	0	0.0
Total	All Depts	001006	HOME/L A/M	0	0.0	0	0.0	1	100.0
Total	All Depts	001007	SOFT/L A/M	0	0.0	0	0.0	0	0.0
Total	All Depts	001008	RECV MGR	0	0.0	0	0.0	0	0.0
Total	All Depts	001050	TEAM LEAD	3016	46.3	4174	46.6	3811	45.1
Total	All Depts	001070	REG ASST	0	0.0	2	100.0	2	100.0
Total	All Depts	001080	MGR TRAINE	7	42.9	6	16.7	9	33.3
Total	All Depts	001081	TRAINEE	1	100.0	0	0.0	4	75.0
Total	All Depts	001082	MGT DEVLOP	0	0.0	0	0.0	0	0.0
Total	All Depts	001085	INTERN	10	30.0	12	41.7	12	41.7
Total	All Depts	001086	IN ROAD IN	0	0.0	0	0.0	0	0.0
Total	All Depts	001087	PT TIME IN	0	0.0	1	0.0	2	100.0
Total	All Depts	001090	GROC MGR	2	50.0	1	0.0	5	20.0
Total	All Depts	001091	SC MTP TRN	0	0.0	0	0.0	11	36.4
Total	All Depts	001114	ASST MGR	0	0.0	0	0.0	1	0.0
Total	All Depts	040000	MANAGER	3797	14.8	4081	15.3	4274	15.7
Total	All Depts	040200	MANAGER ON	17	35.3	22	40.9	23	47.8
Total	All Depts	040400	MANAGER ON	0	0.0	8	12.5	1	0.0
Total	All Depts	041000	CO-MANAGER	1757	20.9	2223	21.4	2294	22.8
Total	All Depts	041400	CO-MANAGER	1	100.0	0	0.0	0	0.0
Total	All Depts	041420	SC CO-MANA	26	15.4	11	18.2	3	66.7
Total	All Depts	042000	ACCEL MANA	0	0.0	0	0.0	0	0.0
Total	All Depts	043000	ASST MANAG	12100	36.3	11335	37.1	11940	37.6
Total	All Depts	043010	RES ASST	51	70.6	70	71.4	126	74.6
Total	All Depts	043015	AM - Hdl	1	100.0	738	33.5	903	34.6
Total	All Depts	043020	AM - Hml	0	0.0	328	37.8	413	39.0
Total	All Depts	043025	AM - Sft	0	0.0	391	52.7	429	51.0
Total	All Depts	043030	AM - Ops	0	0.0	92	42.4	112	33.0
Total	All Depts	043035	AM - M/D	0	0.0	58	6.9	103	16.5
Total	All Depts	043040	AM - Prod	0	0.0	70	12.9	103	13.6
Total	All Depts	043045	AM - Bak	0	0.0	57	75.4	84	70.2
Total	All Depts	043051	AM-Grocery	0	0.0	97	21.6	110	24.5

Total	All Depts	043100	NIGHT RECE	672	32.0	1085	29.9	1100	30.8
Total	All Depts	043300	ASST MGR/S	1	0.0	2	0.0	1	0.0
Total	All Depts	043310	SWAT TEAM/	0	0.0	0	0.0	0	0.0
Total	All Depts	043320	ASST MGR -	0	0.0	1	0.0	0	0.0
Total	All Depts	043380	Merch Mgr2	0	0.0	1	0.0	0	0.0
Total	All Depts	043500	AREA MANAG	2133	27.6	2485	29.8	2806	31.5
Total	All Depts	044000	40 HR IN-S	17	94.1	16	93.8	16	93.8
Total	All Depts	044500	45HR IN-ST	17	88.2	16	87.5	15	86.7
Total	All Depts	045100	DEPARTMENT	3	33.3	3	33.3	3	33.3
Total	All Depts	045200	SERVICE AR	80	2.5	61	0.0	45	0.0
Total	All Depts	045222	Service Ar	0	0.0	7	0.0	5	0.0
Total	All Depts	046000	TRAINEE HO	26	50.0	22	50.0	22	50.0
Total	All Depts	046006	Trn TLE	241	18.7	310	18.1	329	17.3
Total	All Depts	046010	TRAINEE HO	1534	32.4	1758	34.0	1489	34.9
Total	All Depts	046015	FIL Traine	5	40.0	205	40.0	542	39.3
Total	All Depts	046022	SAMs AMMIT	0	0.0	2	50.0	1	0.0
Total	All Depts	046200	SAM'S TRAI	5	0.0	5	0.0	5	0.0
Total	All Depts	047100	Per Mgr HR	3	66.7	20	70.0	38	63.2
Total	All Depts	048000	OPTOMETRIS	44	34.1	40	27.5	38	26.3
Total	All Depts	048100	PART-TIME	2	0.0	2	0.0	1	0.0
Total	All Depts	048200	VISION CEN	942	67.1	1106	68.9	1251	70.2
Total	All Depts	048400	VISION CEN	8	37.5	8	37.5	7	42.9
Total	All Depts	048850	AUDIOLOGIS	0	0.0	0	0.0	0	0.0
Total	All Depts	048851	Vision Ctr	0	0.0	1	0.0	6	50.0
	blank	Total		22181	31.2	25505	32.2	27507	33.4
	blank	040000	MANAGER	3633	14.7	3912	15.1	4110	15.5
	blank	040200	MANAGER ON	16	37.5	22	40.9	23	47.8
	blank	040400	MANAGER ON	0	0.0	8	12.5	1	0.0
	blank	041000	CO-MANAGER	1658	19.9	2106	20.8	2161	21.9
	blank	041400	CO-MANAGER	1	100.0	0	0.0	0	0.0
	blank	041420	SC CO-MANA	24	12.5	9	11.1	2	50.0
	blank	042000	ACCEL MANA	0	0.0	0	0.0	0	0.0
	blank	043000	ASST MANAG	11324	35.8	10713	36.7	11391	37.4
	blank	043010	RES ASST	48	70.8	65	73.8	120	75.8
	blank	043015	AM - Hdl	1	100.0	719	33.5	889	34.4
	blank	043020	AM - Hml	0	0.0	321	37.4	397	38.3
	blank	043025	AM - Sft	0	0.0	379	52.5	417	50.6
	blank	043030	AM - Ops	0	0.0	88	43.2	109	33.9
	blank	043035	AM - M/D	0	0.0	57	7.0	102	16.7
	blank	043040	AM - Prod	0	0.0	68	13.2	101	13.9
	blank	043045	AM - Bak	0	0.0	56	75.0	83	69.9
	blank	043051	AM-Grocery	0	0.0	91	20.9	105	24.8
	blank	043100	NIGHT RECE	631	31.5	1038	29.4	1055	30.6
	blank	043300	ASST MGR/S	1	0.0	2	0.0	1	0.0

blank		043310	SWAT TEAM/	0	0.0	0	0.0	0	0.0
blank		043320	ASST MGR -	0	0.0	1	0.0	0	0.0
blank		043380	Merch Mgr2	0	0.0	1	0.0	0	0.0
blank		043500	AREA MANAG	1984	27.8	2316	29.7	2672	31.7
blank		044000	40 HR IN-S	0	0.0	0	0.0	0	0.0
blank		044500	45HR IN-ST	0	0.0	0	0.0	0	0.0
blank		045100	DEPARTMENT	3	33.3	3	33.3	3	33.3
blank		045200	SERVICE AR	79	2.5	61	0.0	45	0.0
blank		045222	Service Ar	0	0.0	7	0.0	5	0.0
blank		046000	TRAINEE HO	26	50.0	22	50.0	22	50.0
blank		046006	Trn TLE	241	18.7	310	18.1	329	17.3
blank		046010	TRAINEE HO	1504	32.0	1747	33.9	1480	34.9
blank		046015	FIL Traine	5	40.0	205	40.0	542	39.3
blank		046022	SAMs AMMIT	0	0.0	2	50.0	1	0.0
blank		046200	SAM'S TRAI	5	0.0	5	0.0	5	0.0
blank		047100	Per Mgr HR	3	66.7	20	70.0	38	63.2
blank		048000	OPTOMETRIS	44	34.1	40	27.5	38	26.3
blank		048100	PART-TIME	2	0.0	2	0.0	1	0.0
blank		048200	VISION CEN	940	67.2	1100	68.9	1246	70.1
blank		048400	VISION CEN	8	37.5	8	37.5	7	42.9
blank		048850	AUDIOLOGIS	0	0.0	0	0.0	0	0.0
blank		048851	Vision Ctr	0	0.0	1	0.0	6	50.0
1	CANDY, TOBACCO, COOKIES	Total		6514	56.3	6083	59.5	5881	61.0
1	CANDY, TOBACCO, COOKIES	000101	TEAM LEAD	2475	65.3	1888	71.0	2109	69.9
1	CANDY, TOBACCO, COOKIES	000201	SALES ASSOC	3410	47.9	3522	52.7	3369	55.4
1	CANDY, TOBACCO, COOKIES	000301	STOCK PERS	0	0.0	0	0.0	0	0.0
1	CANDY, TOBACCO, COOKIES	000462	STOCKER	3	0.0	1	0.0	1	0.0
1	CANDY, TOBACCO, COOKIES	000468	HDLN/HMLN	625	66.4	671	62.6	402	60.9
1	CANDY, TOBACCO, COOKIES	000903	DEPT MGR	1	100.0	1	100.0	0	0.0
2	HEALTH AND BEAUTY AIDS	Total		6188	96.4	6525	96.4	6811	95.7
2	HEALTH AND BEAUTY AIDS	000101	TEAM LEAD	2451	96.9	2568	96.8	2619	95.8
2	HEALTH AND BEAUTY AIDS	000201	SALES ASSOC	3732	96.2	3951	96.2	4188	95.7
2	HEALTH AND BEAUTY AIDS	000202	MASTERPACK	5	80.0	6	100.0	4	100.0
3	STATIONARY AND BOOKS	Total		6702	88.3	6554	88.9	6771	87.5
3	STATIONARY AND BOOKS	000101	TEAM LEAD	2116	91.3	2294	92.2	2315	90.7
3	STATIONARY AND BOOKS	000201	SALES ASSOC	2763	79.4	2467	80.1	3300	81.6
3	STATIONARY AND BOOKS	000303	FLORAL	1823	98.2	1793	96.7	1156	97.9
4	PAPER GOODS	Total		5050	38.7	5007	42.0	4825	43.9
4	PAPER GOODS	000101	TEAM LEAD	2358	58.3	2506	59.9	2536	59.9
4	PAPER GOODS	000201	SALES ASSOC	2692	21.4	2501	24.0	2289	26.2

5	ELECTRONICS	Total	19047	50.9	20412	50.3	20416	49.6
5	ELECTRONICS	000101 TEAM LEAD	2424	62.4	2570	62.3	2632	63.0
5	ELECTRONICS	000201 SALES ASSOC	16537	49.2	17761	48.5	17394	47.2
5	ELECTRONICS	000202 MASTERPACK	20	35.0	6	100.0	4	75.0
5	ELECTRONICS	000501 CASHIER	61	67.2	64	68.8	367	65.4
5	ELECTRONICS	000520 ACCOUNTING	5	40.0	11	54.5	19	52.6
7	TOYS	Total	10352	68.3	10850	68.5	10491	68.4
7	TOYS	000101 TEAM LEAD	2392	83.2	2511	82.4	2547	81.5
7	TOYS	000201 SALES ASSOC	7960	63.8	8339	64.3	7944	64.2
8	PETS AND SUPPLIES	Total	6259	35.8	6395	37.3	6289	37.6
8	PETS AND SUPPLIES	000101 TEAM LEAD	1963	49.1	2102	48.6	2153	48.8
8	PETS AND SUPPLIES	000201 SALES ASSOC	4296	29.7	4293	31.7	4136	31.7
9	SPORTING GOODS	Total	14734	30.5	15440	30.0	15105	30.2
9	SPORTING GOODS	000101 TEAM LEAD	2417	45.6	2537	46.0	2630	47.4
9	SPORTING GOODS	000201 SALES ASSOC	12297	27.5	12892	26.9	12453	26.6
9	SPORTING GOODS	000202 MASTERPACK	11	9.1	5	20.0	4	50.0
9	SPORTING GOODS	000502 MASTERPACK	9	44.4	6	50.0	18	50.0
10	AUTOMOTIVE	Total	9808	41.0	10244	41.6	10210	42.0
10	AUTOMOTIVE	000101 TEAM LEAD	825	33.1	825	33.7	2119	52.2
10	AUTOMOTIVE	000180 TEMP SETUP	10	20.0	3	33.3	2	0.0
10	AUTOMOTIVE	000201 SALES ASSOC	5051	41.4	5539	43.3	5528	43.6
10	AUTOMOTIVE	000301 STOCK PERS	153	26.8	13	15.4	11	9.1
10	AUTOMOTIVE	000302 O/N TECH	1009	21.0	1040	21.5	943	20.7
10	AUTOMOTIVE	000501 CASHIER	237	76.8	25	84.0	22	81.8
10	AUTOMOTIVE	000812 NON-CON OR	7	14.3	7	0.0	11	18.2
10	AUTOMOTIVE	000813 DEPT MGR	1134	64.7	1295	63.3	57	52.6
10	AUTOMOTIVE	001050 TEAM LEAD	1382	35.3	1497	34.4	1517	34.3
11	HARDWARE	Total	9738	27.8	10213	28.1	9943	27.7
11	HARDWARE	000101 TEAM LEAD	2457	50.1	2578	50.4	2632	49.5
11	HARDWARE	000201 SALES ASSOC	7280	20.2	7635	20.5	7311	19.9
11	HARDWARE	000202 MASTERPACK	1	100.0	0	0.0	0	0.0
14	HOUSEWARES	Total	7519	78.1	7586	79.8	7136	79.2
14	HOUSEWARES	000101 TEAM LEAD	2537	85.9	2636	86.4	2598	85.8
14	HOUSEWARES	000201 SALES ASSOC	4982	74.2	4950	76.3	4538	75.4
16	HORTICULTURE AND ACCESS	Total	22269	41.9	23345	39.8	23792	39.3
16	HORTICULTURE AND ACCESS	000101 TEAM LEAD	2561	55.6	2707	56.4	2746	56.2
16	HORTICULTURE AND ACCESS	000201 SALES ASSOC	14369	33.0	15746	33.0	16221	33.0
16	HORTICULTURE AND ACCESS	000202 MASTERPACK	195	26.7	238	28.6	91	22.0

16	HORTICULTURE AND ACCESS	000284	FLORAL ASC	1193	95.6	405	94.3	21	81.0
16	HORTICULTURE AND ACCESS	000501	CASHIER	57	87.7	48	85.4	234	65.0
16	HORTICULTURE AND ACCESS	000522	GC GREETER	3894	49.5	4201	49.5	4479	50.7
17	HOME FURNISHINGS	Total		109	75.2	1087	26.4	1713	28.4
17	HOME FURNISHINGS	000101	TEAM LEAD	9	55.6	8	62.5	15	26.7
17	HOME FURNISHINGS	000201	SALES ASSOC	100	77.0	1079	26.1	1698	28.4
18	SEASONAL	Total		3	100.0	3	100.0	790	61.9
18	SEASONAL	000201	SALES ASSOC	3	100.0	3	100.0	790	61.9
19	PIECE GOODS	Total		12427	99.1	12758	99.1	12931	99.1
19	PIECE GOODS	000101	TEAM LEAD	2504	99.0	2569	99.1	2652	98.7
19	PIECE GOODS	000201	SALES ASSOC	9923	99.2	10189	99.1	10279	99.3
20	DOMESTIC GOODS	Total		8151	86.0	7968	90.1	7565	92.4
20	DOMESTIC GOODS	000101	TEAM LEAD	2501	83.2	2616	83.6	2568	84.4
20	DOMESTIC GOODS	000201	SALES ASSOC	5650	87.3	5352	93.3	4997	96.5
21	CURTAINS AND DRAPES	Total		1237	77.9	1411	71.9	1476	67.1
21	CURTAINS AND DRAPES	000101	TEAM LEAD	1237	77.9	1411	71.9	1476	67.1
23	MENS WEAR	Total		8609	92.1	9114	92.4	9040	92.5
23	MENS WEAR	000101	TEAM LEAD	2611	94.2	2733	94.1	2704	93.9
23	MENS WEAR	000201	SALES ASSOC	5998	91.2	6381	91.6	6336	91.8
24	FLORAL	Total		941	95.9	1555	96.2	2035	96.8
24	FLORAL	000101	TEAM LEAD	385	96.1	572	96.3	771	96.4
24	FLORAL	000201	SALES ASSOC	556	95.7	983	96.1	1264	97.1
25	SHOES	Total		14906	88.8	15265	88.6	15710	88.0
25	SHOES	000101	TEAM LEAD	2404	91.8	2513	91.0	2632	90.6
25	SHOES	000103	SLOTTER	0	0.0	0	0.0	0	0.0
25	SHOES	000180	TEMP SETUP	2	100.0	1	100.0	0	0.0
25	SHOES	000201	SALES ASSOC	11078	88.5	11253	88.3	11449	88.0
25	SHOES	000301	STOCK PERS	1090	88.6	1117	89.8	1167	88.1
25	SHOES	000302	O/N TECH	332	78.6	381	77.7	462	74.7
26	INFANTS/TODDLERS	Total		8413	98.8	8912	98.5	8838	98.6
26	INFANTS/TODDLERS	000101	TEAM LEAD	2741	99.0	2919	98.5	2823	98.7
26	INFANTS/TODDLERS	000201	SALES ASSOC	5672	98.8	5993	98.5	6015	98.6
27	HOSIERY	Total		5604	99.5	10960	99.4	14004	99.2
27	HOSIERY	000101	TEAM LEAD	2322	99.6	2491	99.6	2518	99.4
27	HOSIERY	000201	SALES ASSOC	3275	99.4	3374	99.2	3978	99.3

27	HOSIERY	000237	FITTING RM	7	100.0	5095	99.5	7506	99.0
27	HOSIERY	000843	RX TECH 1	0	0.0	0	0.0	2	100.0
30	TRAVEL CLUB	Total		0	0.0	8	100.0	9	100.0
30	TRAVEL CLUB	000101	TEAM LEAD	0	0.0	8	100.0	9	100.0
32	JEWELRY	Total		18193	97.3	18689	97.5	18493	97.3
32	JEWELRY	000101	TEAM LEAD	2430	97.4	2560	97.5	2637	97.6
32	JEWELRY	000201	SALES ASSOC	12205	97.0	12378	97.2	12317	97.1
32	JEWELRY	000202	MASTERPACK	158	98.7	141	97.2	19	100.0
32	JEWELRY	000220	SALES COOR	2081	98.3	2270	98.5	2201	98.1
32	JEWELRY	000301	STOCK PERS	894	97.8	920	98.5	924	98.5
32	JEWELRY	000302	O/N TECH	418	96.4	413	96.1	376	95.7
32	JEWELRY	000504	LIFT DRIVE	0	0.0	0	0.0	12	91.7
32	JEWELRY	000612	REG ASST.	7	100.0	7	100.0	7	100.0
33	GIRLS WEAR, 4-6X AND 7-1	Total		16	100.0	16	100.0	13	100.0
33	GIRLS WEAR, 4-6X AND 7-1	000101	TEAM LEAD	16	100.0	16	100.0	13	100.0
34	LADIES SPORTSWEAR	Total		9596	99.4	10139	99.3	10399	99.2
34	LADIES SPORTSWEAR	000101	TEAM LEAD	2464	99.8	2603	99.7	2679	99.6
34	LADIES SPORTSWEAR	000201	SALES ASSOC	7119	99.3	7536	99.1	7720	99.1
34	LADIES SPORTSWEAR	000202	MASTERPACK	13	100.0	0	0.0	0	0.0
37	TBO SERVICE	Total		12108	7.0	13609	7.9	14706	6.7
37	TBO SERVICE	000812	NON-CON OR	0	0.0	3	0.0	4	0.0
37	TBO SERVICE	000814	SER MGR-HR	1020	3.2	1229	3.0	1324	3.4
37	TBO SERVICE	000815	WRTR/GRTR	963	49.0	1200	54.6	1071	49.9
37	TBO SERVICE	000816	TIRE TECH	159	0.0	72	0.0	60	0.0
37	TBO SERVICE	000817	L.BAY TECH	335	3.0	184	1.6	157	1.3
37	TBO SERVICE	000818	U.BAY TECH	398	3.0	211	4.3	185	4.3
37	TBO SERVICE	000819	ALIGN TECH	188	1.1	111	1.8	54	3.7
37	TBO SERVICE	000820	QUAL TECH	2	0.0	2	0.0	2	0.0
37	TBO SERVICE	000821	CRTSY TECH	52	11.5	26	15.4	23	13.0
37	TBO SERVICE	000822	SER MGR-SA	0	0.0	0	0.0	0	0.0
37	TBO SERVICE	000823	SERV TECH	8991	3.4	10571	3.5	11826	3.3
38	DIV.10 D38	Total		8252	92.6	9281	92.2	10216	91.4
38	DIV 10 D38	000203	SLOTTER	8	75.0	73	86.3	263	88.2
38	DIV 10 D38	000843	RX TECH 1	7882	92.5	8704	92.2	9207	91.4
38	DIV 10 D38	000848	RX TECH 2	254	93.7	338	92.6	525	92.2
38	DIV 10 D38	000849	DOCUTECH	108	98.1	166	94.6	221	94.6
39	SNACK BAR	Total		4330	92.7	4578	91.3	3754	90.0
39	SNACK BAR	000101	TEAM LEAD	1032	92.7	1119	91.4	1105	90.1

39	SNACK BAR	000102	CUSTOMER S	256	96.9	94	94.7	2 100.0
39	SNACK BAR	000201	SALES ASSOC	3042	92.3	3365	91.2	2647 90.0
40	PHARMACY	Total		8793	89.9	8293	89.1	8344 88.9
40	PHARMACY	000101	TEAM LEAD	2	100.0	2	100.0	2498 94.8
40	PHARMACY	000102	CUSTOMER S	0	0.0	0	0.0	2 100.0
40	PHARMACY	000103	SLOTTER	26	73.1	16	81.2	0 0.0
40	PHARMACY	000201	SALES ASSOC	111	86.5	95	86.3	112 88.4
40	PHARMACY	000301	STOCK PERS	6028	88.1	5460	86.7	5380 86.5
40	PHARMACY	000840	RX MANAGER	2	100.0	3	66.7	2 50.0
40	PHARMACY	000841	STAFF RX	6	66.7	8	62.5	10 70.0
40	PHARMACY	000842	ROUTE/FORK	2482	95.4	2588	95.0	166 91.6
40	PHARMACY	000843	RX TECH 1	80	81.2	56	80.4	71 85.9
40	PHARMACY	000844	RX ASSTMGR	0	0.0	1	100.0	0 0.0
40	PHARMACY	000847	PRE GRD IN	55	58.2	62	66.1	78 65.4
40	PHARMACY	000872	CA PHR INT	0	0.0	1	100.0	2 50.0
40	PHARMACY	000911	OTC LEAD	1	100.0	1	100.0	23 87.0
44	FROZEN FOODS	Total		466	97.6	552	98.2	550 99.3
44	FROZEN FOODS	000101	TEAM LEAD	466	97.6	552	98.2	550 99.3
46	HEALTH AND BEAUTY AIDS	Total		7829	98.8	8361	98.8	7901 98.7
46	HEALTH AND BEAUTY AIDS	000101	TEAM LEAD	1554	99.2	1744	99.3	1847 99.0
46	HEALTH AND BEAUTY AIDS	000201	SALES ASSOC	6250	98.7	6599	98.7	5959 98.7
46	HEALTH AND BEAUTY AIDS	000202	MASTERPACK	17	100.0	6	100.0	3 100.0
46	HEALTH AND BEAUTY AIDS	000501	CASHIER	8	100.0	12	100.0	92 97.8
49	OPTICAL PROFESSIONAL	Total		5936	79.7	6694	78.7	7233 79.5
49	OPTICAL PROFESSIONAL	000850	CA VC MGR	0	0.0	0	0.0	1 100.0
49	OPTICAL PROFESSIONAL	000851	VISION MGR	0	0.0	0	0.0	1 100.0
49	OPTICAL PROFESSIONAL	000852	OPTICIAN	3459	84.6	4000	84.6	4377 84.6
49	OPTICAL PROFESSIONAL	000853	LAB TECH	1020	58.5	1202	58.2	1290 61.9
49	OPTICAL PROFESSIONAL	000854	OPT TRN	232	87.5	184	82.1	185 83.2
49	OPTICAL PROFESSIONAL	000856	LIC OPTICI	495	65.1	573	62.0	631 63.2
49	OPTICAL PROFESSIONAL	000857	OPT ASST 1	525	94.3	692	93.2	716 93.6
49	OPTICAL PROFESSIONAL	000859	PT OPTOMET	1	100.0	3	66.7	1 100.0
49	OPTICAL PROFESSIONAL	000860	V.C.ASST	0	0.0	0	0.0	0 0.0
49	OPTICAL PROFESSIONAL	000862	OPT ASST 2	0	0.0	4	75.0	7 85.7
49	OPTICAL PROFESSIONAL	000863	SCREENER	204	91.7	32	96.9	11 90.9
49	OPTICAL PROFESSIONAL	000873	OPT TRN RE	0	0.0	4	75.0	13 69.2
77	LARGE APPLIANCES	Total		3	100.0	4	100.0	238 30.7
77	LARGE APPLIANCES	000101	TEAM LEAD	0	0.0	0	0.0	83 34.9
77	LARGE APPLIANCES	000201	SALES ASSOC	0	0.0	0	0.0	144 27.1
77	LARGE APPLIANCES	000910	LEAD	0	0.0	1	100.0	9 33.3

77	LARGE APPLIANCES	000981	BAKER	1	100.0	0	0.0	0	0.0
77	LARGE APPLIANCES	000983	CAKE DCTR	2	100.0	3	100.0	2	100.0
80	SERVICE DELI	Total		6043	85.3	8285	84.0	10802	81.4
80	SERVICE DELI	000103	SLOTTER	0	0.0	0	0.0	3	100.0
80	SERVICE DELI	000201	SALES ASSOC	5492	85.4	7543	84.4	9894	81.6
80	SERVICE DELI	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
80	SERVICE DELI	000910	LEAD	551	84.2	742	79.9	904	79.8
80	SERVICE DELI	000911	OTC LEAD	0	0.0	0	0.0	1	0.0
80	SERVICE DELI	001090	GROC MGR	0	0.0	0	0.0	0	0.0
81		Total		2	100.0	2	100.0	2	100.0
81		000201	SALES ASSOC	2	100.0	2	100.0	2	100.0
81		000903	DEPT MGR	0	0.0	0	0.0	0	0.0
82	IMPULSE MERCHANDISE	Total		2245	92.2	2348	92.3	2310	91.6
82	IMPULSE MERCHANDISE	000101	TEAM LEAD	2245	92.2	2348	92.3	2310	91.6
83	SEAFOOD	Total		1305	55.4	1386	57.3	1636	55.8
83	SEAFOOD	000201	SALES ASSOC	1204	55.9	1365	57.3	1619	55.8
83	SEAFOOD	000903	DEPT MGR	1	100.0	0	0.0	0	0.0
83	SEAFOOD	000915	PROCESSOR	100	49.0	21	57.1	17	58.8
84	FLORAL	Total		1	0.0	1125	95.5	1537	95.6
84	FLORAL	000284	FLORAL ASC	1	0.0	1125	95.5	1537	95.6
85	PHOTO LAB	Total		13896	75.9	15215	76.3	15075	75.7
85	PHOTO LAB	000101	TEAM LEAD	1	0.0	1	0.0	53	73.6
85	PHOTO LAB	000201	SALES ASSOC	4	75.0	2	100.0	58	69.0
85	PHOTO LAB	000501	CASHIER	50	76.0	49	75.5	48	75.0
85	PHOTO LAB	000505	PE DRIVER	1264	74.7	1264	74.2	1256	74.8
85	PHOTO LAB	000801	PHOT TECH	6995	75.5	7477	75.4	7203	74.3
85	PHOTO LAB	000802	PHOT SPEC	5424	76.7	6120	77.7	6273	77.8
85	PHOTO LAB	000803	PC MGR TRN	156	77.6	300	80.7	178	74.7
85	PHOTO LAB	000885	MANAGER	2	50.0	2	50.0	3	66.7
85	PHOTO LAB	000886	CA 1HR MGR	0	0.0	0	0.0	3	33.3
87	WALTON'S FINE JEWELRY	Total		1	100.0	1	100.0	232	51.7
87	WALTON'S FINE JEWELRY	000101	TEAM LEAD	0	0.0	0	0.0	61	50.8
87	WALTON'S FINE JEWELRY	000201	SALES ASSOC	1	100.0	1	100.0	171	52.0
89	TRAVEL CENTER	Total		8	87.5	14	92.9	11	90.9
89	TRAVEL CENTER	000211	TRAVEL CON	8	87.5	14	92.9	11	90.9
90	DAIRY PRODUCTS	Total		3630	27.5	5318	26.9	6525	25.9

90	DAIRY PRODUCTS	000101	TEAM LEAD	632	29.6	886	29.3	997	31.3
90	DAIRY PRODUCTS	000103	SLOTTER	0	0.0	0	0.0	1	0.0
90	DAIRY PRODUCTS	000201	SALES ASSOC	1736	26.6	2580	26.3	3221	24.3
90	DAIRY PRODUCTS	000468	HDLN/HMLN	1261	27.6	1851	26.6	2306	25.7
90	DAIRY PRODUCTS	000903	DEPT MGR	1	0.0	1	0.0	0	0.0
91	FROZEN FOODS	Total		2127	19.0	3737	24.5	4812	22.8
91	FROZEN FOODS	000101	TEAM LEAD	10	0.0	805	39.6	973	33.7
91	FROZEN FOODS	000201	SALES ASSOC	893	20.9	1235	23.3	1770	23.5
91	FROZEN FOODS	000468	HDLN/HMLN	1224	17.7	1697	18.2	2069	17.1
91	FROZEN FOODS	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
92	GROCERY DRY GOODS	Total		4847	36.2	6366	38.0	5647	40.3
92	GROCERY DRY GOODS	000101	TEAM LEAD	768	35.4	1004	39.9	1116	41.9
92	GROCERY DRY GOODS	000201	SALES ASSOC	4061	36.4	5345	37.7	4514	39.9
92	GROCERY DRY GOODS	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
92	GROCERY DRY GOODS	000904	FOOD REC.	18	16.7	17	17.6	17	17.6
93	MEAT	Total		5493	19.9	5890	21.5	5609	21.9
93	MEAT	000201	SALES ASSOC	1614	46.4	2998	34.0	4416	24.1
93	MEAT	000903	DEPT MGR	2	0.0	1	0.0	1	0.0
93	MEAT	000910	LEAD	606	7.1	791	10.1	930	14.4
93	MEAT	000915	PROCESSOR	3071	5.8	2053	6.8	229	5.2
93	MEAT	000932	WRAPPER	200	60.5	47	55.3	33	54.5
93	MEAT	001090	GROC MGR	0	0.0	0	0.0	0	0.0
94	PRODUCE	Total		4779	19.4	6423	19.8	7780	19.4
94	PRODUCE	000201	SALES ASSOC	4217	19.7	5686	20.0	6875	19.3
94	PRODUCE	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
94	PRODUCE	000910	LEAD	560	17.5	736	18.9	905	19.8
94	PRODUCE	001090	GROC MGR	2	50.0	1	0.0	0	0.0
95	DSD GROCERY	Total		0	0.0	0	0.0	0	0.0
95	DSD GROCERY	000201	SALES ASSOC	0	0.0	0	0.0	0	0.0
97	PREPACK DELI	Total		1116	56.5	1948	61.4	2123	57.2
97	PREPACK DELI	000201	SALES ASSOC	1116	56.5	1948	61.4	2123	57.2
97	PREPACK DELI	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
98	BAKERY	Total		8103	86.1	10033	86.6	11617	86.5
98	BAKERY	000201	SALES ASSOC	27	77.8	21	76.2	21	76.2
98	BAKERY	000903	DEPT MGR	0	0.0	0	0.0	0	0.0
98	BAKERY	000910	LEAD	541	84.1	706	84.1	866	83.5
98	BAKERY	000932	WRAPPER	2212	87.9	2590	87.5	2857	87.3
98	BAKERY	000981	BAKER	1739	80.5	2058	81.6	2258	82.0

98	BAKERY	000982	DONUT CREW	1842	80.3	2348	81.0	2788	80.8
98	BAKERY	000983	CAKE DCTR	1742	96.0	2310	96.5	2824	95.8
98	BAKERY	001081	TRAINEE	0	0.0	0	0.0	3	100.0
98	BAKERY	001090	GROC MGR	0	0.0	0	0.0	0	0.0
182	DIV 01 SALES FLOOR	Total		18	72.2	64	59.4	8	62.5
182	DIV 01 SALES FLOOR	000103	SLOTTER	0	0.0	0	0.0	2	50.0
182	DIV 01 SALES FLOOR	000201	SALES ASSOC	18	72.2	64	59.4	6	66.7
240	MEAT AND DELI	Total		0	0.0	1	0.0	252	52.8
240	MEAT AND DELI	000103	SLOTTER	0	0.0	1	0.0	224	56.2
240	MEAT AND DELI	000201	SALES ASSOC	0	0.0	0	0.0	1	0.0
240	MEAT AND DELI	000911	OTC LEAD	0	0.0	0	0.0	26	26.9
240	MEAT AND DELI	001081	TRAINEE	0	0.0	0	0.0	1	0.0
250	PRODUCE	Total		0	0.0	0	0.0	123	5.7
250	PRODUCE	000103	SLOTTER	0	0.0	0	0.0	98	7.1
250	PRODUCE	000911	OTC LEAD	0	0.0	0	0.0	25	0.0
260	FROZEN AND DAIRY	Total		0	0.0	1	0.0	140	7.1
260	FROZEN AND DAIRY	000103	SLOTTER	0	0.0	1	0.0	114	7.9
260	FROZEN AND DAIRY	000911	OTC LEAD	0	0.0	0	0.0	26	3.8
280	DIVISION 28	Total		0	0.0	0	0.0	49	30.6
280	DIVISION 28	000103	SLOTTER	0	0.0	0	0.0	29	34.5
280	DIVISION 28	000911	OTC LEAD	0	0.0	0	0.0	20	25.0
281	DIV 28 BACK OFFICE	Total		24	95.8	39	97.4	50	94.0
281	DIV 28 BACK OFFICE	000602	INVOICE	18	100.0	23	100.0	25	96.0
281	DIV 28 BACK OFFICE	000608	RESERVE ST	5	80.0	16	93.8	25	92.0
281	DIV 28 BACK OFFICE	000609	REPLENISH	1	100.0	0	0.0	0	0.0
282	DIV 28 SALES FLOOR	Total		23	13.0	50	36.0	8	0.0
282	DIV 28 SALES FLOOR	000103	SLOTTER	0	0.0	0	0.0	0	0.0
282	DIV 28 SALES FLOOR	000104	PAY COORDI	0	0.0	0	0.0	0	0.0
282	DIV 28 SALES FLOOR	000201	SALES ASSOC	15	20.0	42	42.9	0	0.0
282	DIV 28 SALES FLOOR	000301	STOCK PERS	8	0.0	8	0.0	8	0.0
283	DIV 28 DEMO ASSC	Total		0	0.0	0	0.0	0	0.0
283	DIV 28 DEMO ASSC	000325	DEMO COORD	0	0.0	0	0.0	0	0.0
284	DIV 28 RECEIVING	Total		9428	28.6	13226	29.6	19057	30.7
284	DIV 28 RECEIVING	000410	NEW STORE	8061	21.3	11493	23.2	13682	23.5
284	DIV 28 RECEIVING	000450	INV TEAM	6	50.0	6	50.0	3316	33.9
284	DIV 28 RECEIVING	000462	STOCKER	1	0.0	1	0.0	1	0.0

284	DIV 28 RECEIVING	000465	DSD REC.	829	67.9	1064	67.7	1244	69.3
284	DIV 28 RECEIVING	000603	CLAIMS	531	77.6	662	79.2	814	78.7
288	DIV 28 SETUP	Total		102	45.1	43	46.5	43	46.5
288	DIV 28 SETUP	000180	TEMP SETUP	102	45.1	43	46.5	43	46.5
806	DIV 31 DEPT 6	Total		614	73.0	714	68.9	614	71.3
806	DIV 31 DEPT 6	000201	SALES ASSOC	614	73.0	714	68.9	614	71.3
902	BUSH ASSC.	Total		15	93.3	20	95.0	32	75.0
902	BUSH ASSC.	000201	SALES ASSOC	15	93.3	20	95.0	32	75.0
903	OVERNIGHT ASSOCIATES	Total		14382	82.6	18730	80.3	16853	78.6
903	OVERNIGHT ASSOCIATES	000103	SLOTTER	0	0.0	0	0.0	230	14.3
903	OVERNIGHT ASSOCIATES	000202	MASTERPACK	5442	69.8	3222	74.0	258	59.7
903	OVERNIGHT ASSOCIATES	000205	PRE-PRESS	1	0.0	1138	62.8	2063	59.8
903	OVERNIGHT ASSOCIATES	000209	SALES ASSC	1	100.0	847	30.3	1031	36.6
903	OVERNIGHT ASSOCIATES	000211	TRAVEL CON	0	0.0	672	34.1	2	0.0
903	OVERNIGHT ASSOCIATES	000234	SALES ASSC	0	0.0	789	95.7	4	100.0
903	OVERNIGHT ASSOCIATES	000246	SALES ASSC	0	0.0	755	95.4	1198	92.9
903	OVERNIGHT ASSOCIATES	000501	CASHIER	6484	93.9	7918	93.2	7905	92.3
903	OVERNIGHT ASSOCIATES	000510	CSM	2009	90.3	2356	92.4	2582	90.3
903	OVERNIGHT ASSOCIATES	000520	ACCOUNTING	181	48.1	655	40.8	1094	44.5
903	OVERNIGHT ASSOCIATES	001050	TEAM LEAD	264	36.7	378	42.6	486	43.0
910	BACK OFFICE	Total		9129	93.8	25733	93.9	27659	94.2
910	BACK OFFICE	000600	OF ASSOC	1600	97.4	3457	97.2	4082	97.4
910	BACK OFFICE	000601	UPC	927	94.7	331	95.8	7	100.0
910	BACK OFFICE	000602	INVOICE	866	97.5	331	97.0	10	100.0
910	BACK OFFICE	000603	CLAIMS	2991	89.5	3455	89.1	3629	89.4
910	BACK OFFICE	000604	CASH	17	94.1	14480	94.0	15785	94.2
910	BACK OFFICE	000606	ON-LINE OD	1980	94.8	2245	95.0	2212	95.3
910	BACK OFFICE	000607	OFF-LINE O	744	94.6	1092	93.0	1534	94.1
910	BACK OFFICE	000609	REPLENISH	0	0.0	0	0.0	10	100.0
910	BACK OFFICE	000610	2/c press	4	100.0	342	96.8	390	96.9
910	BACK OFFICE	000620	OFFICE AST	0	0.0	0	0.0	0	0.0
916	MERCH DEPTS: 16,18,56	Total		4614	85.7	5392	86.3	6078	86.7
916	MERCH DEPTS: 16,18,56	000501	CASHIER	4614	85.7	5392	86.3	6078	86.7
920	MERCHANDISE ZONE 10	Total		32	90.6	27	96.3	26	96.2
920	MERCHANDISE ZONE 10	000104	PAY COORDI	3	66.7	2	100.0	2	100.0
920	MERCHANDISE ZONE 10	000202	MASTERPACK	26	96.2	23	100.0	22	100.0
920	MERCHANDISE ZONE 10	000468	HDLN/HMLN	0	0.0	0	0.0	0	0.0
920	MERCHANDISE ZONE 10	000469	HD/HM O/N	3	66.7	2	50.0	2	50.0

921	DIV 01	Total	69	71.0	75	76.0	178	70.2
921	DIV 01	000101 TEAM LEAD	5	100.0	21	90.5	0	0.0
921	DIV 01	000103 SLOTTER	2	100.0	1	100.0	100	68.0
921	DIV 01	000104 PAY COORDI	0	0.0	0	0.0	0	0.0
921	DIV 01	000202 MASTERPACK	46	67.4	39	69.2	37	67.6
921	DIV 01	000468 HDLN/HMLN	10	60.0	10	60.0	10	60.0
921	DIV 01	000469 HD/HM O/N	6	83.3	4	100.0	3	100.0
921	DIV 01	000911 OTC LEAD	0	0.0	0	0.0	28	82.1
922	MERCHANDISE ZONE 2	Total	81	27.2	64	25.0	58	25.9
922	MERCHANDISE ZONE 2	000104 PAY COORDI	2	50.0	1	0.0	1	0.0
922	MERCHANDISE ZONE 2	000201 SALES ASSOC	21	33.3	14	28.6	10	30.0
922	MERCHANDISE ZONE 2	000202 MASTERPACK	38	23.7	34	23.5	33	24.2
922	MERCHANDISE ZONE 2	000462 STOCKER	3	66.7	2	100.0	2	100.0
922	MERCHANDISE ZONE 2	000464 DAY MERCH	3	0.0	2	0.0	2	0.0
922	MERCHANDISE ZONE 2	000468 HDLN/HMLN	4	0.0	4	0.0	3	0.0
922	MERCHANDISE ZONE 2	000469 HD/HM O/N	10	30.0	7	28.6	7	28.6
923	MERCHANDISE ZONE 3	Total	99	43.4	82	45.1	75	44.0
923	MERCHANDISE ZONE 3	000103 SLOTTER	4	50.0	2	0.0	2	0.0
923	MERCHANDISE ZONE 3	000104 PAY COORDI	4	50.0	2	50.0	2	50.0
923	MERCHANDISE ZONE 3	000182 IMPULSE	1	100.0	1	100.0	1	100.0
923	MERCHANDISE ZONE 3	000201 SALES ASSOC	24	37.5	18	44.4	15	46.7
923	MERCHANDISE ZONE 3	000202 MASTERPACK	44	50.0	40	47.5	38	44.7
923	MERCHANDISE ZONE 3	000462 STOCKER	3	33.3	3	33.3	3	33.3
923	MERCHANDISE ZONE 3	000464 DAY MERCH	6	0.0	4	0.0	3	0.0
923	MERCHANDISE ZONE 3	000468 HDLN/HMLN	3	66.7	3	66.7	3	66.7
923	MERCHANDISE ZONE 3	000469 HD/HM O/N	10	40.0	9	55.6	8	50.0
924	MERCHANDISE ZONE 4	Total	70	64.3	49	83.7	47	85.1
924	MERCHANDISE ZONE 4	000103 SLOTTER	4	0.0	1	0.0	1	0.0
924	MERCHANDISE ZONE 4	000104 PAY COORDI	0	0.0	0	0.0	0	0.0
924	MERCHANDISE ZONE 4	000201 SALES ASSOC	23	39.1	13	69.2	13	69.2
924	MERCHANDISE ZONE 4	000202 MASTERPACK	27	92.6	25	96.0	24	95.8
924	MERCHANDISE ZONE 4	000462 STOCKER	4	100.0	4	100.0	4	100.0
924	MERCHANDISE ZONE 4	000464 DAY MERCH	5	20.0	2	0.0	1	0.0
924	MERCHANDISE ZONE 4	000468 HDLN/HMLN	3	100.0	2	100.0	2	100.0
924	MERCHANDISE ZONE 4	000469 HD/HM O/N	4	75.0	2	100.0	2	100.0
925	MERCHANDISE ZONE 5	Total	78	67.9	63	73.0	59	72.9
925	MERCHANDISE ZONE 5	000103 SLOTTER	7	42.9	4	50.0	3	33.3
925	MERCHANDISE ZONE 5	000104 PAY COORDI	0	0.0	0	0.0	0	0.0
925	MERCHANDISE ZONE 5	000201 SALES ASSOC	29	41.4	22	40.9	20	35.0
925	MERCHANDISE ZONE 5	000202 MASTERPACK	31	100.0	29	100.0	30	100.0

925	MERCHANDISE ZONE 5	000462	STOCKER	1	100.0	1	100.0	1	100.0
925	MERCHANDISE ZONE 5	000464	DAY MERCH	5	20.0	2	0.0	1	0.0
925	MERCHANDISE ZONE 5	000468	HDLN/HMLN	5	100.0	5	100.0	4	100.0
925	MERCHANDISE ZONE 5	000469	HD/HM O/N	0	0.0	0	0.0	0	0.0
926	MERCHANDISE ZONE 6	Total		48	16.7	43	14.0	43	14.0
926	MERCHANDISE ZONE 6	000104	PAY COORDI	1	0.0	1	0.0	1	0.0
926	MERCHANDISE ZONE 6	000201	SALES ASSOC	3	0.0	1	0.0	1	0.0
926	MERCHANDISE ZONE 6	000202	MASTERPACK	25	16.0	25	16.0	24	16.7
926	MERCHANDISE ZONE 6	000462	STOCKER	4	25.0	2	0.0	2	0.0
926	MERCHANDISE ZONE 6	000468	HDLN/HMLN	15	20.0	14	14.3	15	13.3
927	MERCHANDISE ZONE 7	Total		59	18.6	51	17.6	47	12.8
927	MERCHANDISE ZONE 7	000104	PAY COORDI	2	0.0	2	0.0	1	0.0
927	MERCHANDISE ZONE 7	000201	SALES ASSOC	7	14.3	4	0.0	4	0.0
927	MERCHANDISE ZONE 7	000202	MASTERPACK	25	20.0	21	19.0	19	10.5
927	MERCHANDISE ZONE 7	000462	STOCKER	2	50.0	1	100.0	0	0.0
927	MERCHANDISE ZONE 7	000468	HDLN/HMLN	23	17.4	23	17.4	23	17.4
927	MERCHANDISE ZONE 7	001050	TEAM LEAD	0	0.0	0	0.0	0	0.0
928	MERCHANDISE ZONE 8	Total		57	70.2	49	67.3	42	64.3
928	MERCHANDISE ZONE 8	000103	SLOTTER	7	100.0	6	100.0	5	100.0
928	MERCHANDISE ZONE 8	000104	PAY COORDI	0	0.0	0	0.0	0	0.0
928	MERCHANDISE ZONE 8	000201	SALES ASSOC	13	84.6	10	80.0	6	83.3
928	MERCHANDISE ZONE 8	000202	MASTERPACK	21	47.6	20	45.0	18	38.9
928	MERCHANDISE ZONE 8	000462	STOCKER	1	100.0	0	0.0	0	0.0
928	MERCHANDISE ZONE 8	000464	DAY MERCH	2	100.0	2	100.0	2	100.0
928	MERCHANDISE ZONE 8	000468	HDLN/HMLN	7	57.1	6	66.7	6	66.7
928	MERCHANDISE ZONE 8	000469	HD/HM O/N	6	83.3	5	80.0	5	80.0
929	MERCHANDISE ZONE 9	Total		73	46.6	65	50.8	49	46.9
929	MERCHANDISE ZONE 9	000101	TEAM LEAD	12	41.7	16	62.5	0	0.0
929	MERCHANDISE ZONE 9	000103	SLOTTER	3	100.0	2	100.0	2	100.0
929	MERCHANDISE ZONE 9	000104	PAY COORDI	0	0.0	0	0.0	0	0.0
929	MERCHANDISE ZONE 9	000201	SALES ASSOC	11	63.6	6	100.0	6	100.0
929	MERCHANDISE ZONE 9	000202	MASTERPACK	30	26.7	28	25.0	28	25.0
929	MERCHANDISE ZONE 9	000462	STOCKER	2	100.0	2	100.0	2	100.0
929	MERCHANDISE ZONE 9	000464	DAY MERCH	3	100.0	2	100.0	2	100.0
929	MERCHANDISE ZONE 9	000468	HDLN/HMLN	2	100.0	1	100.0	1	100.0
929	MERCHANDISE ZONE 9	000469	HD/HM O/N	10	40.0	8	37.5	8	37.5
930	DAY RECEIVING	Total		87382	53.2	61241	47.3	58245	39.8
930	DAY RECEIVING	000101	TEAM LEAD	46	37.0	44	29.5	208	57.7
930	DAY RECEIVING	000330	ASSEMBLER	2	50.0	3342	4.9	5414	3.8
930	DAY RECEIVING	000415	RESTOCKER	21859	16.7	18476	12.2	19634	9.8

930	DAY RECEIVING	000450	INV TEAM	4698	54.3	11135	48.6	13967	46.4
930	DAY RECEIVING	000451	ICS LEAD	1029	60.5	2287	52.7	2421	47.5
930	DAY RECEIVING	000460	O/N SFTL	2188	95.9	456	93.6	114	91.2
930	DAY RECEIVING	000465	DSD REC.	3432	80.1	3743	80.7	3971	81.3
930	DAY RECEIVING	000466	S/L RC/STK	6772	96.3	7492	96.6	5141	96.8
930	DAY RECEIVING	000468	HDLN/HMLN	9515	72.0	8368	74.2	5569	74.2
930	DAY RECEIVING	000469	HD/HM O/N	37792	56.7	5703	51.1	1587	44.3
930	DAY RECEIVING	000470	STRAT STKR	49	61.2	195	55.9	219	62.6
931	NIGHT RECEIVING	Total		63	60.3	48467	52.7	59764	53.6
931	NIGHT RECEIVING	000415	RESTOCKER	6	33.3	5189	17.1	4023	14.2
931	NIGHT RECEIVING	000460	O/N SFTL	3	66.7	4433	93.4	6535	95.0
931	NIGHT RECEIVING	000469	HD/HM O/N	54	63.0	38845	52.8	49206	51.4
932	DV 1 JEWLERY EVENT ASSOC	Total		290	96.9	215	98.1	124	98.4
932	DV 1 JEWLERY EVENT ASSOC	000502	MASTERPACK	290	96.9	215	98.1	124	98.4
933	MERCHANDISE ZONE 13	Total		1	100.0	1	100.0	1	100.0
933	MERCHANDISE ZONE 13	000103	SLOTTER	1	100.0	1	100.0	1	100.0
936	MERCHANDISE ZONE 6	Total		39	92.3	33	90.9	26	88.5
936	MERCHANDISE ZONE 6	000103	SLOTTER	6	100.0	4	100.0	3	100.0
936	MERCHANDISE ZONE 6	000201	SALES ASSOC	26	88.5	23	87.0	20	85.0
936	MERCHANDISE ZONE 6	000464	DAY MERCH	7	100.0	6	100.0	3	100.0
937	MERCHANDISE ZONE 7	Total		18	94.4	15	100.0	13	100.0
937	MERCHANDISE ZONE 7	000103	SLOTTER	7	100.0	5	100.0	4	100.0
937	MERCHANDISE ZONE 7	000201	SALES ASSOC	8	87.5	7	100.0	6	100.0
937	MERCHANDISE ZONE 7	000464	DAY MERCH	3	100.0	3	100.0	3	100.0
940	DIV 10, D38 & D40	Total		6225	91.0	6433	91.4	6424	90.8
940	DIV 10, D38 & D40	000180	TEMP SETUP	2	100.0	2	100.0	1	100.0
940	DIV 10, D38 & D40	000201	SALES ASSOC	6217	91.0	6431	91.4	6420	90.8
940	DIV 10, D38 & D40	000450	INV TEAM	6	83.3	0	0.0	3	100.0
940	DIV 10, D38 & D40	000451	ICS LEAD	0	0.0	0	0.0	0	0.0
941	MERCHANDISE AREA 1,3	Total		5	60.0	2	50.0	2	50.0
941	MERCHANDISE AREA 1,3	000103	SLOTTER	5	60.0	2	50.0	2	50.0
942	MERCHANDISE AREA 2,46	Total		2	100.0	1	100.0	1	100.0
942	MERCHANDISE AREA 2,46	000103	SLOTTER	2	100.0	1	100.0	1	100.0
943	MERCH AREA 4,13,11,12	Total		5	60.0	3	66.7	2	50.0
943	MERCH AREA 4,13,11,12	000103	SLOTTER	5	60.0	3	66.7	2	50.0

944	MERCHANDISE AREA 5 & 6	Total	2	0.0	1	0.0	1	0.0
944	MERCHANDISE AREA 5 & 6	000103 SLOTTER	2	0.0	1	0.0	1	0.0
945	MERCHANDISE AREA 7	Total	3	66.7	0	0.0	0	0.0
945	MERCHANDISE AREA 7	000103 SLOTTER	3	66.7	0	0.0	0	0.0
946	MERCHANDISE AREA 16, 18	Total	4	100.0	3	100.0	3	100.0
946	MERCHANDISE AREA 16, 18	000103 SLOTTER	4	100.0	3	100.0	3	100.0
947	MERCHANDISE AREA 9 , 10	Total	4	0.0	3	0.0	3	0.0
947	MERCHANDISE AREA 9 , 10	000103 SLOTTER	4	0.0	3	0.0	3	0.0
948	MERCHANDISE AREA 14, 15	Total	2	100.0	1	100.0	0	0.0
948	MERCHANDISE AREA 14, 15	000103 SLOTTER	2	100.0	1	100.0	0	0.0
949	MERCHANDISE AREA 17,20-22	Total	1	100.0	0	0.0	0	0.0
949	MERCHANDISE AREA 17,20-22	000103 SLOTTER	1	100.0	0	0.0	0	0.0
950	MERCHANDISE AREA 19, 44	Total	7	100.0	5	100.0	4	100.0
950	MERCHANDISE AREA 19, 44	000103 SLOTTER	7	100.0	5	100.0	4	100.0
951	MERCHANDISE AREA 23,24,27	Total	4	75.0	2	50.0	0	0.0
951	MERCHANDISE AREA 23,24,27	000103 SLOTTER	4	75.0	2	50.0	0	0.0
952	MERCHANDISE AREA 26,33	Total	5	100.0	4	100.0	3	100.0
952	MERCHANDISE AREA 26,33	000103 SLOTTER	5	100.0	4	100.0	3	100.0
953	MERCH AREA 28-31, 34-36	Total	5	100.0	2	100.0	2	100.0
953	MERCH AREA 28-31, 34-36	000103 SLOTTER	5	100.0	2	100.0	2	100.0
963	MERCHANDISE AREA 8,82	Total	4	75.0	16	68.8	29	44.8
963	MERCHANDISE AREA 8,82	000103 SLOTTER	4	75.0	1	100.0	1	100.0
963	MERCHANDISE AREA 8,82	000700 1NL TRAINE	0	0.0	11	72.7	18	50.0
963	MERCHANDISE AREA 8,82	000701 TELEMARKET	0	0.0	4	50.0	10	30.0
967	MDSE SPRT	Total	2	100.0	0	0.0	0	0.0
967	MDSE SPRT	000105 MDSE SPRT	2	100.0	0	0.0	0	0.0
968	ELECTRONICS/PHOTO	Total	20	70.0	13	84.6	10	90.0
968	ELECTRONICS/PHOTO	000103 SLOTTER	11	72.7	6	100.0	5	100.0
968	ELECTRONICS/PHOTO	000201 SALES ASSOC	9	66.7	7	71.4	5	80.0
969	SPORTING GOODS/AUTO	Total	20	45.0	16	56.2	10	40.0
969	SPORTING GOODS/AUTO	000103 SLOTTER	6	83.3	6	83.3	3	66.7
969	SPORTING GOODS/AUTO	000201 SALES ASSOC	14	28.6	10	40.0	7	28.6

970	HARDLINES A (SEASONAL)	Total	15	73.3	9	77.8	5	60.0
970	HARDLINES A (SEASONAL)	000103 SLOTTER	10	70.0	6	83.3	3	66.7
970	HARDLINES A (SEASONAL)	000201 SALES ASSOC	5	80.0	3	66.7	2	50.0
971	HARDLINES B	Total	10	60.0	5	80.0	5	80.0
971	HARDLINES B	000103 SLOTTER	5	80.0	4	100.0	4	100.0
971	HARDLINES B	000201 SALES ASSOC	5	40.0	1	0.0	1	0.0
972	SOFTLINES A	Total	20	100.0	12	100.0	8	100.0
972	SOFTLINES A	000103 SLOTTER	7	100.0	6	100.0	3	100.0
972	SOFTLINES A	000201 SALES ASSOC	13	100.0	6	100.0	5	100.0
973	FABRICS/HOMELINES	Total	20	100.0	15	100.0	11	100.0
973	FABRICS/HOMELINES	000103 SLOTTER	6	100.0	6	100.0	3	100.0
973	FABRICS/HOMELINES	000201 SALES ASSOC	14	100.0	9	100.0	8	100.0
974	SOFTLINES B	Total	3	100.0	3	100.0	3	100.0
974	SOFTLINES B	000103 SLOTTER	3	100.0	3	100.0	3	100.0
980	FRONT END	Total	44739	50.5	4589	44.5	1030	33.7
980	FRONT END	000310 SKATER/MAY	1015	69.9	167	76.0	24	79.2
980	FRONT END	000311 COMP SHP	0	0.0	14	85.7	12	83.3
980	FRONT END	000510 CSM	13416	88.8	1083	87.5	194	87.1
980	FRONT END	000520 ACCOUNTING	12674	64.7	1200	60.6	187	58.8
980	FRONT END	000521 PURCHASING	2479	60.5	333	53.5	39	53.8
980	FRONT END	000530 CART PTNR	15155	1.8	1792	2.7	574	3.1
982	AREA B	Total	0	0.0	0	0.0	0	0.0
982	AREA B	001050 TEAM LEAD	0	0.0	0	0.0	0	0.0
982	AREA B	001114 ASST MGR	0	0.0	0	0.0	0	0.0
984	AREA D	Total	0	0.0	0	0.0	0	0.0
984	AREA D	001050 TEAM LEAD	0	0.0	0	0.0	0	0.0
985	FRONT END	Total	0	0.0	0	0.0	12	83.3
985	FRONT END	000502 MASTERPACK	0	0.0	0	0.0	12	83.3
987	SLS FLR SUPPORT	Total	10605	67.6	4116	65.4	184	71.7
987	SLS FLR SUPPORT	000103 SLOTTER	0	0.0	11	72.7	26	96.2
987	SLS FLR SUPPORT	000237 FITTING RM	7061	99.1	2649	98.7	105	98.1
987	SLS FLR SUPPORT	000330 ASSEMBLER	3544	4.9	1456	4.7	53	7.5
988	DEMOS	Total	15	100.0	12	100.0	12	100.0
988	DEMOS	000320 DEMO PTNR	15	100.0	12	100.0	12	100.0

989	ASSEMBLING	Total		670	3.6	188	7.4	31	22.6
989	ASSEMBLING	000330	ASSEMBLER	670	3.6	188	7.4	31	22.6
990	FRONT END	Total		149909	88.8	207172	80.0	217196	79.9
990	FRONT END	000101	TEAM LEAD	81	66.7	59	74.6	91	78.0
990	FRONT END	000310	SKATER/MAY	3	66.7	873	67.4	10	30.0
990	FRONT END	000501	CASHIER	121046	89.6	130136	89.5	136335	89.6
990	FRONT END	000502	MASTERPACK	413	83.1	302	85.8	54	94.4
990	FRONT END	000503	MALL CASH	79	91.1	89	87.6	83	89.2
990	FRONT END	000504	LIFT DRIVE	15	80.0	7	85.7	11	90.9
990	FRONT END	000505	PE DRIVER	73	89.0	832	91.6	1589	91.1
990	FRONT END	000510	CSM	1702	93.6	16183	89.1	17810	88.5
990	FRONT END	000511	LEAD CSM	287	97.9	17	82.4	1	100.0
990	FRONT END	000513	MALL CSM	35	80.0	33	78.8	35	68.6
990	FRONT END	000520	ACCOUNTING	3790	64.9	17053	63.7	18434	63.4
990	FRONT END	000521	PURCHASING	513	58.5	4106	60.7	4967	60.9
990	FRONT END	000523	ML PPL GRT	73	63.0	63	61.9	59	69.5
990	FRONT END	000526	ACC. CHECK	52	59.6	23	39.1	7	57.1
990	FRONT END	000527	REPORTS CL	12	75.0	10	70.0	7	71.4
990	FRONT END	000530	CART PTNR	79	3.8	15784	1.7	16549	1.7
990	FRONT END	000540	SRVICE DSK	11172	94.3	11309	94.2	11283	94.2
990	FRONT END	000541	RETURNS	9	77.8	7	85.7	5	80.0
990	FRONT END	000550	LAYAWAY	10458	85.1	10276	85.5	9653	86.5
990	FRONT END	000551	LAYW STCKR	10	0.0	10	0.0	213	11.3
990	FRONT END	000560	PULL TAB	7	100.0	0	0.0	0	0.0
991	BACK OFFICE	Total		17191	94.6	2989	95.2	1509	95.8
991	BACK OFFICE	000601	UPC	463	97.4	62	100.0	7	100.0
991	BACK OFFICE	000602	INVOICE	517	98.6	86	97.7	20	90.0
991	BACK OFFICE	000603	CLAIMS	1085	94.3	869	95.5	760	96.1
991	BACK OFFICE	000604	CASH	13981	94.2	1307	94.0	185	92.4
991	BACK OFFICE	000606	ON-LINE OD	780	96.4	605	96.0	518	96.7
991	BACK OFFICE	000607	OFF-LINE O	11	100.0	8	100.0	9	100.0
991	BACK OFFICE	000610	2/c press	333	98.2	46	100.0	5	80.0
991	BACK OFFICE	000613	OFFICE	21	100.0	6	100.0	5	100.0
992	MEMBERSHIP/MARKETING	Total		1593	13.3	717	22.2	597	23.1
992	MEMBERSHIP/MARKETING	000301	STOCK PERS	982	2.3	216	5.1	173	4.6
992	MEMBERSHIP/MARKETING	000304	BTL RDMPTN	17	29.4	32	18.8	31	22.6
992	MEMBERSHIP/MARKETING	000306	DAY MNTCE	588	30.6	463	29.8	387	30.7
992	MEMBERSHIP/MARKETING	000310	SKATER/MAY	6	66.7	6	66.7	6	66.7
993	MANAGEMENT	Total		1387	58.8	2320	55.1	1850	54.4
993	MANAGEMENT	001001	GEN MGR	0	0.0	0	0.0	0	0.0

993	MANAGEMENT	001003	REGIONAL	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001005	HARD/L A/M	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001006	HOME/L A/M	0	0.0	0	0.0	1	100.0
993	MANAGEMENT	001007	SOFT/L A/M	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001008	RECV MGR	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001050	TEAM LEAD	1370	59.1	2299	55.2	1808	54.7
993	MANAGEMENT	001070	REG ASST	0	0.0	2	100.0	2	100.0
993	MANAGEMENT	001080	MGR TRAINE	7	42.9	6	16.7	9	33.3
993	MANAGEMENT	001082	MGT DEVLOP	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001085	INTERN	10	30.0	12	41.7	12	41.7
993	MANAGEMENT	001086	IN ROAD IN	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001087	PT TIME IN	0	0.0	1	0.0	2	100.0
993	MANAGEMENT	001090	GROC MGR	0	0.0	0	0.0	5	20.0
993	MANAGEMENT	001091	SC MTP TRN	0	0.0	0	0.0	11	36.4
994	RECEIVING	Total		6039	63.9	3057	65.8	2285	63.0
994	RECEIVING	000415	RESTOCKER	1733	26.6	750	21.1	615	19.0
994	RECEIVING	000416	INTERNATIO	107	29.0	39	25.6	35	20.0
994	RECEIVING	000462	STOCKER	2309	73.1	824	68.0	515	63.9
994	RECEIVING	000463	NITE RECVG	24	66.7	11	63.6	10	60.0
994	RECEIVING	000464	DAY MERCH	24	75.0	19	68.4	12	66.7
994	RECEIVING	000465	DSD REC.	1209	84.4	1000	85.6	849	85.7
994	RECEIVING	000466	S/L RC/STK	633	98.9	414	98.8	249	98.4
995	MAINTENANCE	Total		16847	19.1	18320	20.6	20959	19.8
995	MAINTENANCE	000710	NEW STORE	10017	9.7	10321	10.6	12324	10.3
995	MAINTENANCE	000711	DAY MAINT.	6711	33.4	7903	33.7	8560	33.5
995	MAINTENANCE	000714	NGT MAINT	114	11.4	91	12.1	70	14.3
995	MAINTENANCE	000715	REPAIR TEC	5	20.0	5	20.0	5	20.0
996	SECURITY	Total		6825	12.5	7332	12.7	6833	12.2
996	SECURITY	000750	SECURITY	2504	21.4	3423	18.6	2780	20.4
996	SECURITY	000751	OFF DY SEC	3030	6.9	2281	7.7	2723	6.9
996	SECURITY	000752	PARK LT PR	1216	7.4	1296	7.6	1149	6.1
996	SECURITY	000753	UNIFORM GD	75	18.7	332	5.1	181	3.9
997	CHECKOUT MDSE	Total		20	95.0	15	93.3	10	90.0
997	CHECKOUT MDSE	000101	TEAM LEAD	18	100.0	14	100.0	9	100.0
997	CHECKOUT MDSE	000201	SALES ASSOC	2	50.0	1	0.0	1	0.0
998	TEMPORARY SETUP	Total		2063	57.8	2203	57.9	1434	51.5
998	TEMPORARY SETUP	000150	SETUP ASOC	5	80.0	432	60.0	218	54.6
998	TEMPORARY SETUP	000180	TEMP SETUP	2035	57.5	1762	57.4	1214	50.9
998	TEMPORARY SETUP	000502	MASTERPACK	23	78.3	9	55.6	2	50.0

BAD	Total	35	65.7	39	64.1	35	62.9
BAD	040000 MANAGER	0	0.0	1	0.0	1	0.0
BAD	041000 CO-MANAGER	0	0.0	0	0.0	1	0.0
BAD	043000 ASST MANAG	0	0.0	3	66.7	7	57.1
BAD	043010 RES ASST	0	0.0	0	0.0	1	100.0
BAD	043045 AM - Bak	0	0.0	1	100.0	1	100.0
BAD	043500 AREA MANAG	23	60.9	31	64.5	20	60.0
BAD	046010 TRAINEE HO	12	75.0	3	66.7	4	100.0
BAK	Total	27	55.6	33	66.7	30	60.0
BAK	041000 CO-MANAGER	1	0.0	1	0.0	2	50.0
BAK	043000 ASST MANAG	2	50.0	4	25.0	4	25.0
BAK	043500 AREA MANAG	22	54.5	28	75.0	23	69.6
BAK	046010 TRAINEE HO	2	100.0	0	0.0	1	0.0
DEL	Total	14	42.9	11	54.5	8	50.0
DEL	043000 ASST MANAG	2	0.0	1	100.0	2	100.0
DEL	043100 NIGHT RECE	0	0.0	1	0.0	1	0.0
DEL	043500 AREA MANAG	11	45.5	8	50.0	5	40.0
DEL	046010 TRAINEE HO	1	100.0	1	100.0	0	0.0
FED	Total	43	48.8	36	55.6	35	51.4
FED	040000 MANAGER	2	0.0	2	50.0	4	25.0
FED	041000 CO-MANAGER	9	66.7	11	63.6	12	50.0
FED	041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
FED	043000 ASST MANAG	31	48.4	21	52.4	17	58.8
FED	043025 AM - Sft	0	0.0	1	100.0	2	50.0
FED	043030 AM - Ops	0	0.0	1	0.0	0	0.0
FED	043100 NIGHT RECE	1	0.0	0	0.0	0	0.0
FOD	Total	4	0.0	4	0.0	4	0.0
FOD	040000 MANAGER	2	0.0	3	0.0	2	0.0
FOD	041000 CO-MANAGER	2	0.0	1	0.0	1	0.0
FOD	041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
FOD	043000 ASST MANAG	0	0.0	0	0.0	1	0.0
GRO	Total	16	12.5	11	9.1	11	9.1
GRO	040000 MANAGER	3	0.0	1	0.0	1	0.0
GRO	041000 CO-MANAGER	4	25.0	1	0.0	1	0.0
GRO	041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
GRO	043000 ASST MANAG	7	14.3	5	20.0	5	20.0
GRO	043020 AM - Hml	0	0.0	1	0.0	0	0.0
GRO	043100 NIGHT RECE	0	0.0	1	0.0	2	0.0
GRO	043500 AREA MANAG	2	0.0	2	0.0	2	0.0

HDL	Total	384	29.9	352	29.5	318	28.6
HDL	040000 MANAGER	52	3.8	48	6.2	48	4.2
HDL	041000 CO-MANAGER	24	20.8	35	17.1	38	23.7
HDL	041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
HDL	043000 ASST MANAG	287	33.8	228	34.6	193	34.2
HDL	043010 RES ASST	2	50.0	3	33.3	3	33.3
HDL	043015 AM - Hdl	0	0.0	8	0.0	4	25.0
HDL	043020 AM - Hml	0	0.0	2	100.0	5	40.0
HDL	043025 AM - Sft	0	0.0	1	100.0	3	66.7
HDL	043051 AM-Grocery	0	0.0	1	0.0	1	0.0
HDL	043100 NIGHT RECE	11	45.5	18	44.4	15	26.7
HDL	043500 AREA MANAG	2	50.0	2	50.0	3	33.3
HDL	044000 40 HR IN-S	1	100.0	1	100.0	1	100.0
HDL	044500 45HR IN-ST	3	100.0	2	100.0	2	100.0
HDL	046010 TRAINEE HO	1	0.0	2	0.0	1	0.0
HDL	048200 VISION CEN	1	0.0	1	0.0	1	0.0
HMA	Total	51	47.1	48	47.9	41	53.7
HMA	040000 MANAGER	4	0.0	4	50.0	3	66.7
HMA	041000 CO-MANAGER	2	100.0	3	33.3	6	33.3
HMA	043000 ASST MANAG	41	48.8	38	44.7	29	51.7
HMA	043015 AM - Hdl	0	0.0	1	100.0	0	0.0
HMA	043025 AM - Sft	0	0.0	0	0.0	1	100.0
HMA	043100 NIGHT RECE	2	50.0	1	100.0	1	100.0
HMA	044500 45HR IN-ST	1	100.0	1	100.0	1	100.0
HMA	046010 TRAINEE HO	1	0.0	0	0.0	0	0.0
MEA	Total	42	0.0	49	0.0	45	0.0
MEA	041000 CO-MANAGER	1	0.0	1	0.0	2	0.0
MEA	043000 ASST MANAG	2	0.0	3	0.0	7	0.0
MEA	043035 AM - M/D	0	0.0	1	0.0	1	0.0
MEA	043051 AM-Grocery	0	0.0	1	0.0	0	0.0
MEA	043100 NIGHT RECE	0	0.0	0	0.0	2	0.0
MEA	043500 AREA MANAG	38	0.0	40	0.0	31	0.0
MEA	046010 TRAINEE HO	1	0.0	3	0.0	2	0.0
MKT	Total	5	0.0	5	0.0	5	0.0
MKT	043000 ASST MANAG	1	0.0	1	0.0	1	0.0
MKT	043500 AREA MANAG	4	0.0	4	0.0	4	0.0
OPR	Total	18	33.3	17	35.3	15	33.3
OPR	040000 MANAGER	5	80.0	5	60.0	2	50.0
OPR	041000 CO-MANAGER	2	0.0	2	50.0	3	33.3
OPR	041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
OPR	043000 ASST MANAG	11	18.2	10	20.0	10	30.0

OPR	043100	NIGHT RECE	0	0.0	0	0.0	0	0.0
OTH	Total		13	23.1	15	46.7	15	40.0
OTH	040000	MANAGER	6	16.7	6	16.7	5	0.0
OTH	041000	CO-MANAGER	2	0.0	2	0.0	2	0.0
OTH	041420	SC CO-MANA	0	0.0	0	0.0	0	0.0
OTH	043000	ASST MANAG	4	50.0	7	85.7	8	75.0
OTH	045200	SERVICE AR	1	0.0	0	0.0	0	0.0
PRO	Total		57	10.5	59	10.2	54	9.3
PRO	041000	CO-MANAGER	0	0.0	0	0.0	1	0.0
PRO	041420	SC CO-MANA	0	0.0	0	0.0	0	0.0
PRO	043000	ASST MANAG	2	0.0	3	33.3	5	20.0
PRO	043040	AM - Prod	0	0.0	2	0.0	2	0.0
PRO	043100	NIGHT RECE	0	0.0	1	0.0	1	0.0
PRO	043500	AREA MANAG	45	8.9	53	9.4	45	8.9
PRO	046010	TRAINEE HO	10	20.0	0	0.0	0	0.0
REC	Total		35	25.7	33	24.2	26	23.1
REC	040000	MANAGER	4	0.0	5	0.0	3	0.0
REC	041000	CO-MANAGER	1	0.0	2	50.0	2	100.0
REC	041420	SC CO-MANA	0	0.0	0	0.0	0	0.0
REC	043000	ASST MANAG	28	28.6	19	26.3	15	13.3
REC	043015	AM - Hdl	0	0.0	1	100.0	2	50.0
REC	043020	AM - Hml	0	0.0	2	0.0	1	0.0
REC	043100	NIGHT RECE	2	50.0	4	25.0	3	33.3
REG	Total		425	41.9	393	41.0	369	41.5
REG	040000	MANAGER	75	20.0	81	22.2	82	24.4
REG	040200	MANAGER ON	1	0.0	0	0.0	0	0.0
REG	041000	CO-MANAGER	40	42.5	47	34.0	48	37.5
REG	041400	CO-MANAGER	0	0.0	0	0.0	0	0.0
REG	041420	SC CO-MANA	2	50.0	2	50.0	1	100.0
REG	043000	ASST MANAG	261	44.8	193	43.0	167	41.9
REG	043010	RES ASST	0	0.0	1	0.0	1	0.0
REG	043015	AM - Hdl	0	0.0	8	37.5	6	50.0
REG	043020	AM - Hml	0	0.0	1	100.0	9	66.7
REG	043025	AM - Sft	0	0.0	8	62.5	6	66.7
REG	043030	AM - Ops	0	0.0	3	33.3	3	0.0
REG	043051	AM-Grocery	0	0.0	4	50.0	4	25.0
REG	043100	NIGHT RECE	20	30.0	17	35.3	16	43.8
REG	044000	40 HR IN-S	16	93.8	15	93.3	15	93.3
REG	044500	45HR IN-ST	9	77.8	9	77.8	8	75.0
REG	046000	TRAINEE HO	0	0.0	0	0.0	0	0.0
REG	046010	TRAINEE HO	1	0.0	1	100.0	0	0.0

REG	048200	VISION CEN	0	0.0	3	100.0	3	100.0
SFL	Total		129	72.9	121	71.9	114	71.9
SFL	040000	MANAGER	11	54.5	13	46.2	13	38.5
SFL	041000	CO-MANAGER	11	54.5	11	54.5	14	71.4
SFL	041420	SC CO-MANA	0	0.0	0	0.0	0	0.0
SFL	043000	ASST MANAG	95	75.8	83	77.1	73	76.7
SFL	043010	RES ASST	1	100.0	1	100.0	1	100.0
SFL	043015	AM - Hdl	0	0.0	1	100.0	2	50.0
SFL	043020	AM - Hml	0	0.0	1	100.0	1	100.0
SFL	043025	AM - Sft	0	0.0	2	0.0	0	0.0
SFL	043100	NIGHT RECE	5	60.0	4	75.0	4	75.0
SFL	043500	AREA MANAG	1	100.0	1	100.0	1	100.0
SFL	044000	40 HR IN-S	0	0.0	0	0.0	0	0.0
SFL	044500	45HR IN-ST	4	100.0	4	100.0	4	100.0
SFL	046010	TRAINEE HO	1	100.0	0	0.0	1	0.0

Summary of Workforce by Year, Dept, Job, Sex, Retail Jobs — Sam's Club

Source: People Soft Data
Restricted to persons active at year-end.

Dept	Dept Label	JobCd	Job Title	1999 Total	1999 %Fem	2000 Total	2000 %Fem	2001 Total	2001 %Fem
Total	All Depts	Total		81153	53.0	84116	53.0	91031	52.9
Total	All Depts	000089	REGIONAL V	2	0.0	4	0.0	4	0.0
Total	All Depts	000101	TEAM LEAD	1681	44.5	1672	39.5	1821	39.8
Total	All Depts	000102	CUSTOMER S	184	10.9	155	17.4	148	16.9
Total	All Depts	000108	BUSH PART	6	66.7	0	0.0	1	100.0
Total	All Depts	000180	TEMP SETUP	29	31.0	8	50.0	33	45.5
Total	All Depts	000200	Chairman	28	96.4	15	93.3	9	88.9
Total	All Depts	000201	SALES ASSOC	1976	16.9	1892	25.4	2520	50.1
Total	All Depts	000202	MASTERPACK	45	4.4	149	20.1	236	22.5
Total	All Depts	000203	SLOTTER	0	0.0	1	100.0	1	100.0
Total	All Depts	000211	TRAVEL CON	0	0.0	0	0.0	0	0.0
Total	All Depts	000300	SHOE MGMT	5035	21.6	5157	22.2	5372	19.1
Total	All Depts	000301	STOCK PERS	7934	30.5	8576	31.0	9219	29.6
Total	All Depts	000302	O/N TECH	1397	27.5	1442	25.7	1588	23.0
Total	All Depts	000303	FLORAL	124	85.5	177	78.5	136	84.6
Total	All Depts	000312	CAFE PARTN	2178	82.2	2263	83.3	2583	82.3
Total	All Depts	000314	NTE FORLIF	566	8.3	442	5.9	356	5.9
Total	All Depts	000315	FORKLIFT	239	8.4	218	10.1	205	10.2
Total	All Depts	000320	DEMO PTNR	5970	94.1	5836	93.8	6964	92.7
Total	All Depts	000325	DEMO COORD	454	96.7	458	96.1	504	97.6
Total	All Depts	000461	RECVG DOCK	1427	30.0	1389	29.2	1403	28.5
Total	All Depts	000463	NITE RECVG	241	23.2	194	20.1	193	18.1
Total	All Depts	000501	CASHIER	14618	71.9	15149	72.6	16075	71.8
Total	All Depts	000505	PE DRIVER	253	74.7	412	71.4	593	68.1
Total	All Depts	000510	CSM	2609	75.0	2800	75.1	2847	74.2
Total	All Depts	000520	ACCOUNTING	2934	62.6	3088	62.5	3148	61.8
Total	All Depts	000530	CART PTNR	2845	2.7	3033	2.4	3209	2.3
Total	All Depts	000540	SRVICE DSK	281	83.6	217	89.4	2366	86.0
Total	All Depts	000541	RETURNS	1298	88.6	1162	87.8	474	88.8
Total	All Depts	000601	UPC	1197	77.5	1254	77.5	1246	75.6
Total	All Depts	000602	INVOICE	468	95.9	467	97.0	487	96.3
Total	All Depts	000603	CLAIMS	828	88.6	800	90.0	810	89.1
Total	All Depts	000604	CASH	1562	87.7	1693	88.1	1670	87.5
Total	All Depts	000605	FIRST IN L	0	0.0	0	0.0	2	50.0
Total	All Depts	000606	ON-LINE OD	638	93.6	484	95.2	504	94.8

Total	All Depts	000609	REPLENISH	0	0.0	2	100.0	1	100.0
Total	All Depts	000610	2/c press	77	90.9	69	95.7	68	97.1
Total	All Depts	000701	TELEMARKET	519	93.3	447	93.1	376	92.6
Total	All Depts	000702	ADVANTAGE	482	80.7	470	80.9	441	77.6
Total	All Depts	000703	INSIDE MR	361	69.3	353	67.1	380	70.3
Total	All Depts	000705	PE DRIVER	469	58.6	461	56.8	426	59.2
Total	All Depts	000706	ON-LINE OD	499	46.3	517	44.9	585	49.4
Total	All Depts	000707	OFF-LINE O	2754	87.0	2950	85.7	1365	85.1
Total	All Depts	000709	REPLENISH	71	12.7	85	14.1	86	17.4
Total	All Depts	000710	NEW STORE	1883	19.1	2002	20.3	2155	19.7
Total	All Depts	000712	FORKLIFT	204	2.0	200	4.0	169	2.4
Total	All Depts	000750	SECURITY	620	12.4	762	9.6	661	8.2
Total	All Depts	000751	OFF DY SEC	3	33.3	3	33.3	250	10.4
Total	All Depts	000752	PARK LT PR	0	0.0	0	0.0	4	0.0
Total	All Depts	000801	PHOT TECH	8	100.0	10	80.0	121	74.4
Total	All Depts	000802	PHOT SPEC	0	0.0	0	0.0	8	62.5
Total	All Depts	000814	SER MGR-HR	411	5.8	425	5.2	447	6.9
Total	All Depts	000816	TIRE TECH	2953	1.0	3123	1.5	3238	1.1
Total	All Depts	000840	RX MANAGER	1	100.0	0	0.0	1	0.0
Total	All Depts	000841	STAFF RX	0	0.0	0	0.0	1	0.0
Total	All Depts	000842	ROUTE/FORK	1	100.0	11	100.0	10	90.0
Total	All Depts	000843	RX TECH 1	15	73.3	39	84.6	77	89.6
Total	All Depts	000848	RX TECH 2	0	0.0	0	0.0	1	100.0
Total	All Depts	000849	DOCUTECH	0	0.0	0	0.0	2	100.0
Total	All Depts	000850	CA VC MGR	0	0.0	0	0.0	1	0.0
Total	All Depts	000852	OPTICIAN	151	74.8	382	78.0	447	77.4
Total	All Depts	000853	LAB TECH	0	0.0	1	0.0	0	0.0
Total	All Depts	000856	LIC OPTICI	0	0.0	0	0.0	71	59.2
Total	All Depts	000857	OPT ASST 1	0	0.0	0	0.0	58	84.5
Total	All Depts	000886	CA 1HR MGR	0	0.0	0	0.0	1	100.0
Total	All Depts	000910	LEAD	530	39.6	560	38.6	624	39.4
Total	All Depts	000930	FRSH MAINT	451	20.2	450	19.3	503	16.7
Total	All Depts	000931	HM PROCESS	0	0.0	0	0.0	6	33.3
Total	All Depts	000932	WRAPPER	1516	73.9	1644	72.7	1873	69.7
Total	All Depts	000933	PACKER	436	65.8	532	65.4	607	63.6
Total	All Depts	000934	FORKLIFT D	1212	4.5	1342	5.1	1604	5.2
Total	All Depts	000935	JOB TICKET	492	89.4	561	89.7	683	90.0
Total	All Depts	000936	MACHINE OP	55	60.0	88	63.6	221	47.1
Total	All Depts	000981	BAKER	817	57.6	786	56.7	878	54.3
Total	All Depts	000983	CAKE DCTR	865	92.6	849	92.6	1046	93.1
Total	All Depts	001008	RECV MGR	0	0.0	0	0.0	0	0.0
Total	All Depts	001009	BUS MGR	0	0.0	0	0.0	0	0.0
Total	All Depts	001011	MERCH MGR	1	0.0	1	0.0	1	0.0
Total	All Depts	001017	FRT END MG	0	0.0	0	0.0	0	0.0
Total	All Depts	001080	MGR TRAINE	1	0.0	2	50.0	4	25.0

Total	All Depts	001085	INTERN	1	100.0	1	100.0	2	100.0
Total	All Depts	040000	MANAGER	459	8.7	475	9.5	499	9.4
Total	All Depts	040400	MANAGER ON	1	0.0	0	0.0	0	0.0
Total	All Depts	041000	CO-MANAGER	1	0.0	0	0.0	0	0.0
Total	All Depts	041200	SAM'S CO-M	91	13.2	88	11.4	91	22.0
Total	All Depts	041220	SAM'S CO-M	0	0.0	0	0.0	0	0.0
Total	All Depts	041400	CO-MANAGER	0	0.0	0	0.0	0	0.0
Total	All Depts	041420	SC CO-MANA	0	0.0	0	0.0	0	0.0
Total	All Depts	042000	ACCEL MANA	19	10.5	9	11.1	22	9.1
Total	All Depts	043000	ASST MANAG	109	31.2	90	32.2	142	23.9
Total	All Depts	043050	ASST MGR /	1	0.0	1	0.0	1	0.0
Total	All Depts	043100	NIGHT RECE	2	0.0	20	15.0	54	22.2
Total	All Depts	043300	ASST MGR/S	0	0.0	3	33.3	0	0.0
Total	All Depts	043320	ASST MGR -	45	46.7	2	100.0	2	100.0
Total	All Depts	043321	AM / CONV	0	0.0	0	0.0	0	0.0
Total	All Depts	043330	ASST MGR -	92	13.0	4	0.0	3	0.0
Total	All Depts	043331	AM / CONV	0	0.0	0	0.0	0	0.0
Total	All Depts	043340	ASST MGR -	55	47.3	3	0.0	3	0.0
Total	All Depts	043341	AM / CONV	2	0.0	0	0.0	0	0.0
Total	All Depts	043350	FRONT END	465	58.7	454	60.4	497	64.8
Total	All Depts	043360	AREA MGR R	445	28.8	446	34.1	459	34.0
Total	All Depts	043370	Merch Mgr1	475	18.3	517	16.6	571	17.3
Total	All Depts	043380	Merch Mgr2	408	13.7	498	12.4	532	16.0
Total	All Depts	043390	AM-Bus Mgr	459	35.5	561	39.4	549	36.6
Total	All Depts	043500	AREA MANAG	0	0.0	0	0.0	0	0.0
Total	All Depts	043550	SAMS AREA	4	25.0	4	25.0	4	25.0
Total	All Depts	045600	BUSINESS D	34	44.1	33	45.5	33	45.5
Total	All Depts	046018	Trn Sam's	113	22.1	65	26.2	66	25.8
Total	All Depts	046019	SAMS BKMIT	37	40.5	10	30.0	6	66.7
Total	All Depts	046020	SAMS MTMIT	29	10.3	17	5.9	8	12.5
Total	All Depts	046021	SAMS ++MIT	4	25.0	2	0.0	0	0.0
Total	All Depts	046022	SAMs AMMIT	1	0.0	0	0.0	0	0.0
Total	All Depts	046023	SAMS Inter	7	14.3	2	0.0	11	45.5
Total	All Depts	046200	SAM'S TRAI	6	50.0	6	50.0	6	50.0
Total	All Depts	048200	VISION CEN	75	66.7	206	65.5	277	67.1
Total	All Depts	048851	Vision Ctr	0	0.0	2	100.0	9	66.7
Total	All Depts	049900	SAM'S BAKE	313	53.7	354	57.1	402	58.2
Total	All Depts	049905	BAKERY MGR	0	0.0	0	0.0	0	0.0
Total	All Depts	049950	SAM'S MEAT	424	8.3	439	8.2	483	8.5
Total	All Depts	049955	MEAT MGR /	1	0.0	0	0.0	0	0.0
Total	All Depts	049956	REGIONAL S	0	0.0	0	0.0	0	0.0
Total	All Depts	804050	DIRECTOR O	70	7.1	70	8.6	71	9.9
	blank	Total,		4085	27.9	4238	30.0	4667	31.5
	blank	000089	REGIONAL V	2	0.0	3	0.0	3	0.0

blank		040000 MANAGER	442	8.4	457	9.4	479	9.4
blank		040400 MANAGER ON	1	0.0	0	0.0	0	0.0
blank		041000 CO-MANAGER	1	0.0	0	0.0	0	0.0
blank		041200 SAM'S CO-M	85	12.9	82	12.2	89	22.5
blank		041220 SAM'S CO-M	0	0.0	0	0.0	0	0.0
blank		041400 CO-MANAGER	0	0.0	0	0.0	0	0.0
blank		041420 SC CO-MANA	0	0.0	0	0.0	0	0.0
blank		042000 ACCEL MANA	19	10.5	9	11.1	20	10.0
blank		043000 ASST MANAG	94	31.9	79	31.6	134	23.9
blank		043050 ASST MGR /	1	0.0	1	0.0	1	0.0
blank		043100 NIGHT RECE	2	0.0	20	15.0	53	22.6
blank		043300 ASST MGR/S	0	0.0	3	33.3	0	0.0
blank		043320 ASST MGR -	44	45.5	2	100.0	2	100.0
blank		043321 AM / CONV	0	0.0	0	0.0	0	0.0
blank		043330 ASST MGR -	90	12.2	4	0.0	3	0.0
blank		043331 AM / CONV	0	0.0	0	0.0	0	0.0
blank		043340 ASST MGR -	51	47.1	3	0.0	3	0.0
blank		043341 AM / CONV	2	0.0	0	0.0	0	0.0
blank		043350 FRONT END	463	58.7	451	60.5	496	64.9
blank		043360 AREA MGR R	435	28.3	440	33.9	455	33.8
blank		043370 Merch Mgr1	459	18.3	506	16.4	558	17.2
blank		043380 Merch Mgr2	393	13.7	481	11.9	515	15.5
blank		043390 AM-Bus Mgr	451	35.7	550	39.5	543	36.6
blank		043500 AREA MANAG	0	0.0	0	0.0	0	0.0
blank		043550 SAMS AREA	1	0.0	1	0.0	1	0.0
blank		045600 BUSINESS D	34	44.1	33	45.5	33	45.5
blank		046018 Trn Sam's	113	22.1	65	26.2	66	25.8
blank		046019 SAMS BKMIT	37	40.5	9	33.3	6	66.7
blank		046020 SAMS MTMIT	29	10.3	17	5.9	8	12.5
blank		046021 SAMS ++MIT	4	25.0	2	0.0	0	0.0
blank		046022 SAMs AMMIT	1	0.0	0	0.0	0	0.0
blank		046023 SAMS Inter	7	14.3	2	0.0	11	45.5
blank		046200 SAM'S TRAI	6	50.0	6	50.0	6	50.0
blank		048200 VISION CEN	75	66.7	206	65.5	277	67.1
blank		048851 Vision Ctr	0	0.0	2	100.0	9	66.7
blank		049900 SAM'S BAKE	289	54.3	330	57.6	376	59.0
blank		049905 BAKERY MGR	0	0.0	0	0.0	0	0.0
blank		049950 SAM'S MEAT	386	9.1	406	8.6	452	9.1
blank		049955 MEAT MGR /	1	0.0	0	0.0	0	0.0
blank		049956 REGIONAL S	0	0.0	0	0.0	0	0.0
blank		804050 DIRECTOR O	67	7.5	68	8.8	68	10.3
2 HEALTH AND BEAUTY AIDS		Total	4160	50.3	4448	52.2	4587	51.0
2 HEALTH AND BEAUTY AIDS		000101 TEAM LEAD	432	39.8	417	34.1	470	35.7
2 HEALTH AND BEAUTY AIDS		000201 SALES ASSOC	179	42.5	156	56.4	140	62.1

2	HEALTH AND BEAUTY AIDS	000300	SHOE MGMT	1159	45.9	1173	47.7	1208	42.5
2	HEALTH AND BEAUTY AIDS	000301	STOCK PERS	2179	59.1	2511	60.2	2633	59.2
2	HEALTH AND BEAUTY AIDS	000314	NTE FORLIF	151	10.6	128	7.8	82	9.8
2	HEALTH AND BEAUTY AIDS	000315	FORKLIFT	60	16.7	63	14.3	54	9.3
4	PAPER GOODS	Total		4353	17.0	4572	16.8	4928	15.5
4	PAPER GOODS	000101	TEAM LEAD	399	27.6	424	20.3	441	22.0
4	PAPER GOODS	000102	CUSTOMER S	184	10.9	155	17.4	148	16.9
4	PAPER GOODS	000300	SHOE MGMT	1748	13.6	1876	14.7	2007	12.9
4	PAPER GOODS	000301	STOCK PERS	1720	20.3	1879	19.3	2113	17.6
4	PAPER GOODS	000314	NTE FORLIF	219	8.2	167	5.4	154	4.5
4	PAPER GOODS	000315	FORKLIFT	83	6.0	71	11.3	65	9.2
5	ELECTRONICS	Total		1602	10.0	1554	9.5	1550	8.9
5	ELECTRONICS	000201	SALES ASSOC	977	7.2	889	6.7	793	6.8
5	ELECTRONICS	000300	SHOE MGMT	220	13.6	191	15.2	180	11.1
5	ELECTRONICS	000301	STOCK PERS	405	14.8	474	12.2	577	11.1
7	TOYS	Total		3027	18.4	3166	18.4	3346	16.8
7	TOYS	000101	TEAM LEAD	410	25.1	427	24.6	470	20.6
7	TOYS	000300	SHOE MGMT	929	17.5	970	17.2	995	15.0
7	TOYS	000301	STOCK PERS	1446	19.1	1571	19.1	1702	17.6
7	TOYS	000314	NTE FORLIF	168	6.5	126	5.6	106	5.7
7	TOYS	000315	FORKLIFT	74	5.4	72	5.6	73	13.7
24	FLORAL	Total		124	85.5	177	78.5	136	84.6
24	FLORAL	000303	FLORAL	124	85.5	177	78.5	136	84.6
27	HOSIERY	Total		9	88.9	30	83.3	57	89.5
27	HOSIERY	000843	RX TECH 1	9	88.9	30	83.3	54	88.9
27	HOSIERY	000848	RX TECH 2	0	0.0	0	0.0	1	100.0
27	HOSIERY	000849	DOCUTECH	0	0.0	0	0.0	2	100.0
30	TRAVEL CLUB	Total		0	0.0	0	0.0	0	0.0
30	TRAVEL CLUB	000211	TRAVEL CON	0	0.0	0	0.0	0	0.0
35		Total		43	4.7	146	19.9	235	22.6
35		000202	MASTERPACK	43	4.7	146	19.9	235	22.6
42	PERISHABLES	Total		845	11.7	730	10.7	756	9.1
42	PERISHABLES	000300	SHOE MGMT	195	11.8	155	9.0	170	6.5
42	PERISHABLES	000301	STOCK PERS	600	12.2	542	11.6	559	10.4
42	PERISHABLES	000314	NTE FORLIF	28	7.1	21	0.0	14	0.0
42	PERISHABLES	000315	FORKLIFT	22	4.5	12	8.3	13	0.0

44	FROZEN FOODS	Total	1881	4.7	1947	4.8	1999	4.4
44	FROZEN FOODS	000300 SHOE MGMT	675	3.4	722	4.8	749	3.6
44	FROZEN FOODS	000301 STOCK PERS	1206	5.5	1225	4.8	1250	4.8
45	TOBACCO AND CIGARETTES	Total	620	73.4	657	75.5	673	74.1
45	TOBACCO AND CIGARETTES	000501 CASHIER	620	73.4	657	75.5	673	74.1
50	TIRES	Total	4446	9.5	4456	9.3	4433	8.5
50	TIRES	000201 SALES ASSOC	638	7.1	478	8.2	360	9.2
50	TIRES	000501 CASHIER	444	73.0	430	71.6	388	71.6
50	TIRES	000814 SER MGR-HR	411	5.8	425	5.2	447	6.9
50	TIRES	000816 TIRE TECH	2953	1.0	3123	1.5	3238	1.1
54	DIV 10 D54	Total	37	64.9	114	77.2	199	87.4
54	DIV 10 D54	000201 SALES ASSOC	12	83.3	50	86.0	108	90.7
54	DIV 10 D54	000301 STOCK PERS	17	52.9	46	60.9	60	80.0
54	DIV 10 D54	000840 RX MANAGER	1	100.0	0	0.0	0	0.0
54	DIV 10 D54	000842 ROUTE/FORK	1	100.0	10	100.0	9	88.9
54	DIV 10 D54	000843 RX TECH 1	6	50.0	8	87.5	22	90.9
56	FRESH PRODUCE	Total	1397	27.5	1442	25.7	1588	23.0
56	FRESH PRODUCE	000302 O/N TECH	1397	27.5	1442	25.7	1588	23.0
59		Total	34	94.1	16	93.8	10	90.0
59		000101 TEAM LEAD	6	83.3	1	100.0	1	100.0
59		000200 Chairman	28	96.4	15	93.3	9	88.9
67	COLLECTIBLE	Total	1	100.0	45	93.3	844	94.2
67	COLLECTIBLE	000201 SALES ASSOC	1	100.0	45	93.3	844	94.2
70	BOOKS	Total	470	81.7	398	84.4	388	82.0
70	BOOKS	000300 SHOE MGMT	109	75.2	70	90.0	63	79.4
70	BOOKS	000301 STOCK PERS	361	83.7	328	83.2	325	82.5
76	FRESH MEAT	Total	3049	30.0	3433	31.9	4108	30.5
76	FRESH MEAT	000910 LEAD	308	10.4	317	9.1	340	7.6
76	FRESH MEAT	000930 FRSH MAINT	314	8.9	319	10.3	368	10.1
76	FRESH MEAT	000931 HM PROCESS	0	0.0	0	0.0	6	33.3
76	FRESH MEAT	000932 WRAPPER	428	51.2	486	52.3	538	44.4
76	FRESH MEAT	000933 PACKER	436	65.8	532	65.4	607	63.6
76	FRESH MEAT	000934 FORKLIFT D	1212	4.5	1342	5.1	1604	5.2
76	FRESH MEAT	000935 JOB TICKET	296	88.2	349	88.0	424	88.7
76	FRESH MEAT	000936 MACHINE OP	55	60.0	88	63.6	221	47.1
77	LARGE APPLIANCES	Total	3325	78.0	3379	77.3	3931	76.8

77	LARGE APPLIANCES	000910	LEAD	222	80.2	243	77.0	284	77.5
77	LARGE APPLIANCES	000930	FRSH MAINT	137	46.0	131	41.2	135	34.8
77	LARGE APPLIANCES	000932	WRAPPER	1088	82.8	1158	81.3	1331	79.9
77	LARGE APPLIANCES	000935	JOB TICKET	196	91.3	212	92.5	259	92.3
77	LARGE APPLIANCES	000981	BAKER	817	57.6	786	56.7	878	54.3
77	LARGE APPLIANCES	000983	CAKE DCTR	865	92.6	849	92.6	1044	93.1
79	SAM'S CAFE	Total		2178	82.2	2263	83.3	2583	82.3
79	SAM'S CAFE	000312	CAFE PARTN	2178	82.2	2263	83.3	2583	82.3
85	PHOTO LAB	Total		413	76.0	679	73.0	972	70.0
85	PHOTO LAB	000101	TEAM LEAD	1	100.0	2	100.0	2	100.0
85	PHOTO LAB	000201	SALES ASSOC	150	76.7	252	75.0	244	71.7
85	PHOTO LAB	000501	CASHIER	1	100.0	3	100.0	3	100.0
85	PHOTO LAB	000505	PE DRIVER	253	74.7	412	71.4	593	68.1
85	PHOTO LAB	000801	PHOT TECH	8	100.0	10	80.0	121	74.4
85	PHOTO LAB	000802	PHOT SPEC	0	0.0	0	0.0	8	62.5
85	PHOTO LAB	000886	CA 1HR MGR	0	0.0	0	0.0	1	100.0
88	OPTICAL	Total		170	75.9	402	78.4	606	75.4
88	OPTICAL	000101	TEAM LEAD	0	0.0	0	0.0	0	0.0
88	OPTICAL	000201	SALES ASSOC	19	84.2	22	86.4	29	69.0
88	OPTICAL	000850	CA VC MGR	0	0.0	0	0.0	1	0.0
88	OPTICAL	000852	OPTICIAN	151	74.8	380	77.9	447	77.4
88	OPTICAL	000856	LIC OPTICI	0	0.0	0	0.0	71	59.2
88	OPTICAL	000857	OPT ASST 1	0	0.0	0	0.0	58	84.5
975	GAS STATIONS	Total		2	0.0	3	33.3	1	0.0
975	GAS STATIONS	000202	MASTERPACK	2	0.0	3	33.3	1	0.0
976	AUDIT	Total		1197	77.5	1254	77.5	1246	75.6
976	AUDIT	000601	UPC	1197	77.5	1254	77.5	1246	75.6
988	DEMOS	Total		6424	94.3	6294	93.9	7468	93.0
988	DEMOS	000320	DEMO PTNR	5970	94.1	5836	93.8	6964	92.7
988	DEMOS	000325	DEMO COORD	454	96.7	458	96.1	504	97.6
990	FRONT END	Total		23520	63.7	24359	63.7	27055	64.1
990	FRONT END	000501	CASHIER	13553	71.8	14059	72.5	15011	71.6
990	FRONT END	000510	CSM	2609	75.0	2800	75.1	2847	74.2
990	FRONT END	000520	ACCOUNTING	2934	62.6	3088	62.5	3148	61.8
990	FRONT END	000530	CART PTNR	2845	2.7	3033	2.4	3209	2.3
990	FRONT END	000540	SRVICE DSK	281	83.6	217	89.4	2366	86.0
990	FRONT END	000541	RETURNS	1298	88.6	1162	87.8	474	88.8

991	BACK OFFICE	Total		2277	89.5	2248	89.9	2245	89.4
991	BACK OFFICE	000604	CASH	1562	87.7	1693	88.1	1670	87.5
991	BACK OFFICE	000605	FIRST IN L	0	0.0	0	0.0	2	50.0
991	BACK OFFICE	000606	ON-LINE OD	638	93.6	484	95.2	504	94.8
991	BACK OFFICE	000609	REPLENISH	0	0.0	2	100.0	1	100.0
991	BACK OFFICE	000610	2/c press	77	90.9	69	95.7	68	97.1
992	MEMBERSHIP/MARKETING	Total		5588	78.6	5684	77.3	4096	74.1
992	MEMBERSHIP/MARKETING	000101	TEAM LEAD	433	82.4	401	81.0	437	82.2
992	MEMBERSHIP/MARKETING	000701	TELEMARKET	519	93.3	447	93.1	376	92.6
992	MEMBERSHIP/MARKETING	000702	ADVANTAGE	482	80.7	470	80.9	441	77.6
992	MEMBERSHIP/MARKETING	000703	INSIDE MR	361	69.3	353	67.1	380	70.3
992	MEMBERSHIP/MARKETING	000705	PE DRIVER	469	58.6	461	56.8	426	59.2
992	MEMBERSHIP/MARKETING	000706	ON-LINE OD	499	46.3	517	44.9	585	49.4
992	MEMBERSHIP/MARKETING	000707	OFF-LINE O	2754	87.0	2950	85.7	1365	85.1
992	MEMBERSHIP/MARKETING	000709	REPLENISH	71	12.7	85	14.1	86	17.4
993	MANAGEMENT	Total		3	33.3	4	50.0	7	42.9
993	MANAGEMENT	001008	RECV MGR	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001009	BUS MGR	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001011	MERCH MGR	1	0.0	1	0.0	1	0.0
993	MANAGEMENT	001017	FRT END MG	0	0.0	0	0.0	0	0.0
993	MANAGEMENT	001080	MGR TRAINE	1	0.0	2	50.0	4	25.0
993	MANAGEMENT	001085	INTERN	1	100.0	1	100.0	2	100.0
994	RECEIVING	Total		2964	56.2	2850	56.8	2893	56.2
994	RECEIVING	000461	RECVG DOCK	1427	30.0	1389	29.2	1403	28.5
994	RECEIVING	000463	NITE RECVG	241	23.2	194	20.1	193	18.1
994	RECEIVING	000602	INVOICE	468	95.9	467	97.0	487	96.3
994	RECEIVING	000603	CLAIMS	828	88.6	800	90.0	810	89.1
995	MAINTENANCE	Total		2087	17.4	2202	18.8	2324	18.5
995	MAINTENANCE	000710	NEW STORE	1883	19.1	2002	20.3	2155	19.7
995	MAINTENANCE	000712	FORKLIFT	204	2.0	200	4.0	169	2.4
996	SECURITY	Total		623	12.5	765	9.7	915	8.7
996	SECURITY	000750	SECURITY	620	12.4	762	9.6	661	8.2
996	SECURITY	000751	OFF DY SEC	3	33.3	3	33.3	250	10.4
996	SECURITY	000752	PARK LT PR	0	0.0	0	0.0	4	0.0
998	TEMPORARY SETUP	Total		29	31.0	8	50.0	33	45.5
998	TEMPORARY SETUP	000180	TEMP SETUP	29	31.0	8	50.0	33	45.5
BAK		Total		28	39.3	24	45.8	23	43.5
BAK		040000	MANAGER	0	0.0	0	0.0	1	0.0

BAK	043000	ASST MANAG	0	0.0	0	0.0	0	0.0
BAK	043370	Merch Mgr1	1	0.0	1	0.0	0	0.0
BAK	043380	Merch Mgr2	0	0.0	1	0.0	1	0.0
BAK	043390	AM-Bus Mgr	1	0.0	0	0.0	0	0.0
BAK	049900	SAM'S BAKE	24	45.8	21	52.4	20	50.0
BAK	049905	BAKERY MGR	0	0.0	0	0.0	0	0.0
BAK	049950	SAM'S MEAT	2	0.0	1	0.0	1	0.0
FED	Total		9	22.2	8	37.5	7	14.3
FED	043000	ASST MANAG	4	25.0	1	100.0	0	0.0
FED	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
FED	043340	ASST MGR -	1	100.0	0	0.0	0	0.0
FED	043350	FRONT END	0	0.0	0	0.0	1	0.0
FED	043360	AREA MGR R	0	0.0	1	0.0	2	0.0
FED	043370	Merch Mgr1	0	0.0	1	100.0	0	0.0
FED	043380	Merch Mgr2	3	0.0	3	33.3	3	33.3
FED	043390	AM-Bus Mgr	0	0.0	1	0.0	0	0.0
FED	043500	AREA MANAG	0	0.0	0	0.0	0	0.0
FED	043550	SAMS AREA	1	0.0	1	0.0	1	0.0
MCH	Total		21	19.0	20	10.0	21	14.3
MCH	040000	MANAGER	5	20.0	6	16.7	8	12.5
MCH	041200	SAM'S CO-M	4	25.0	4	0.0	1	0.0
MCH	042000	ACCEL MANA	0	0.0	0	0.0	1	0.0
MCH	043000	ASST MANAG	0	0.0	1	0.0	0	0.0
MCH	043050	ASST MGR /	0	0.0	0	0.0	0	0.0
MCH	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
MCH	043330	ASST MGR -	1	100.0	0	0.0	0	0.0
MCH	043331	AM / CONV	0	0.0	0	0.0	0	0.0
MCH	043340	ASST MGR -	0	0.0	0	0.0	0	0.0
MCH	043370	Merch Mgr1	4	0.0	0	0.0	3	0.0
MCH	043380	Merch Mgr2	5	20.0	4	25.0	5	40.0
MCH	043390	AM-Bus Mgr	1	0.0	3	0.0	1	0.0
MCH	049900	SAM'S BAKE	0	0.0	1	0.0	1	0.0
MCH	049950	SAM'S MEAT	1	0.0	1	0.0	1	0.0
MEA	Total		39	0.0	36	0.0	36	0.0
MEA	040000	MANAGER	1	0.0	1	0.0	1	0.0
MEA	041200	SAM'S CO-M	0	0.0	0	0.0	0	0.0
MEA	043000	ASST MANAG	1	0.0	0	0.0	0	0.0
MEA	043050	ASST MGR /	0	0.0	0	0.0	0	0.0
MEA	043330	ASST MGR -	0	0.0	0	0.0	0	0.0
MEA	043340	ASST MGR -	1	0.0	0	0.0	0	0.0
MEA	043370	Merch Mgr1	1	0.0	2	0.0	3	0.0
MEA	043380	Merch Mgr2	0	0.0	1	0.0	0	0.0

MEA	046019	SAMS BKMIT	0	0.0	1	0.0	0	0.0
MEA	049900	SAM'S BAKE	0	0.0	1	0.0	3	0.0
MEA	049950	SAM'S MEAT	35	0.0	30	0.0	29	0.0
MEA	049955	MEAT MGR /	0	0.0	0	0.0	0	0.0
OPR	Total		10	50.0	9	55.6	7	42.9
OPR	040000	MANAGER	1	100.0	1	100.0	2	50.0
OPR	041200	SAM'S CO-M	0	0.0	1	0.0	0	0.0
OPR	042000	ACCEL MANA	0	0.0	0	0.0	0	0.0
OPR	043000	ASST MANAG	0	0.0	0	0.0	0	0.0
OPR	043050	ASST MGR /	0	0.0	0	0.0	0	0.0
OPR	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
OPR	043330	ASST MGR -	0	0.0	0	0.0	0	0.0
OPR	043340	ASST MGR -	1	100.0	0	0.0	0	0.0
OPR	043370	Merch Mgr1	5	40.0	3	33.3	1	0.0
OPR	043380	Merch Mgr2	1	100.0	3	66.7	3	33.3
OPR	043390	AM-Bus Mgr	2	0.0	1	100.0	1	100.0
OPR	043550	SAMS AREA	0	0.0	0	0.0	0	0.0
OTH	Total		5	0.0	4	0.0	4	0.0
OTH	000089	REGIONAL V	0	0.0	1	0.0	1	0.0
OTH	040000	MANAGER	1	0.0	1	0.0	1	0.0
OTH	043000	ASST MANAG	0	0.0	0	0.0	0	0.0
OTH	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
OTH	043330	ASST MGR -	1	0.0	0	0.0	0	0.0
OTH	049956	REGIONAL S	0	0.0	0	0.0	0	0.0
OTH	804050	DIRECTOR O	3	0.0	2	0.0	2	0.0
REC	Total		25	44.0	20	50.0	19	42.1
REC	040000	MANAGER	0	0.0	0	0.0	1	0.0
REC	043000	ASST MANAG	5	60.0	5	60.0	4	50.0
REC	043100	NIGHT RECE	0	0.0	0	0.0	1	0.0
REC	043320	ASST MGR -	1	100.0	0	0.0	0	0.0
REC	043330	ASST MGR -	0	0.0	0	0.0	0	0.0
REC	043340	ASST MGR -	1	0.0	0	0.0	0	0.0
REC	043350	FRONT END	2	50.0	3	33.3	0	0.0
REC	043360	AREA MGR R	9	55.6	4	75.0	2	100.0
REC	043370	Merch Mgr1	1	0.0	1	0.0	3	33.3
REC	043380	Merch Mgr2	3	0.0	2	0.0	2	0.0
REC	043390	AM-Bus Mgr	1	0.0	2	50.0	2	0.0
REC	043550	SAMS AREA	2	50.0	2	50.0	2	50.0
REC	046200	SAM'S TRAI	0	0.0	0	0.0	0	0.0
REC	049900	SAM'S BAKE	0	0.0	1	100.0	2	100.0
REG	Total		12	8.3	14	14.3	11	9.1

REG	040000	MANAGER	5	0.0	6	0.0	3	0.0
REG	041200	SAM'S CO-M	2	0.0	1	0.0	1	0.0
REG	042000	ACCEL MANA	0	0.0	0	0.0	1	0.0
REG	043000	ASST MANAG	2	0.0	2	0.0	2	0.0
REG	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
REG	043370	Merch Mgr1	3	33.3	2	50.0	2	50.0
REG	043380	Merch Mgr2	0	0.0	1	0.0	0	0.0
REG	043390	AM-Bus Mgr	0	0.0	1	0.0	1	0.0
REG	049900	SAM'S BAKE	0	0.0	0	0.0	0	0.0
REG	049950	SAM'S MEAT	0	0.0	1	100.0	0	0.0
REG	804050	DIRECTOR O	0	0.0	0	0.0	1	0.0
SAL	Total		15	20.0	12	25.0	10	30.0
SAL	040000	MANAGER	4	25.0	3	0.0	3	0.0
SAL	041200	SAM'S CO-M	0	0.0	0	0.0	0	0.0
SAL	043000	ASST MANAG	3	0.0	2	0.0	2	0.0
SAL	043050	ASST MGR /	0	0.0	0	0.0	0	0.0
SAL	043320	ASST MGR -	0	0.0	0	0.0	0	0.0
SAL	043321	AM / CONV	0	0.0	0	0.0	0	0.0
SAL	043330	ASST MGR -	0	0.0	0	0.0	0	0.0
SAL	043360	AREA MGR R	1	0.0	1	0.0	0	0.0
SAL	043370	Merch Mgr1	1	0.0	1	0.0	1	100.0
SAL	043380	Merch Mgr2	3	0.0	2	50.0	3	33.3
SAL	043390	AM-Bus Mgr	3	66.7	3	66.7	1	100.0
SAL	049956	REGIONAL S	0	0.0	0	0.0	0	0.0