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EMPLOYMENT OUTLOOK IN

BANKING OCCUPATIONS



UNITED STATES DEPARTMENT OF LABOR
James P. Mitchell, Secretary

BUREAU OF LABOR STATISTICS
Ewan Clague, Commissioner

In Cooperation with VETERANS ADMINISTRATION

OCCUPATIONAL OUTLOOK SERIES

BULLETIN No. 1156

EMPLOYMENT OUTLOOK IN BANKING OCCUPATIONS

**Banking Functions
Training and Qualifications
Earnings and Working Conditions
Employment Trends and Outlook**

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LETTER OF TRANSMITTAL

United States Department of Labor,
Bureau of Labor Statistics,
Washington, D. C., October 12, 1953.

The Secretary of Labor:

I have the honor to transmit herewith a report on employment outlook in banking occupations. This is one of a series of reports made available through the Bureau's Occupational Outlook Service for use in the vocational counseling of young people in school, veterans, and others interested in selecting an occupation. The study was financed largely by the Veterans Administration, and the report was originally published as a Veterans Administration pamphlet for use in vocational rehabilitation and education activities.

This study was conducted in the Bureau's Division of Manpower and Employment Statistics. The report was prepared by Manuel Eber under the immediate supervision of Cora E. Taylor. The Bureau wishes to acknowledge the generous assistance and cooperation received in connection with the study from the various organizations and individuals interested in the field of banking.

Ewan Clague, Commissioner.

Hon. James P. Mitchell,
Secretary of Labor.

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Photographs are through the courtesy of the Continental Illinois National Bank and Trust Company of Chicago, American Security and Trust Company, Washington, D. C. and The National Association of Bank Auditors and Comptrollers.



EMPLOYMENT OUTLOOK IN BANKING OCCUPATIONS

INTRODUCTION

Nearly every town in the United States has one or more banks, which together employ about half a million workers. Millions of people have savings and checking accounts in banks, in order to earn interest on their money, insure its safe keeping, and make it easier to pay bills. Banks also offer many other services, notably loans to individuals and to business concerns and the administration of estates and other trusts. Without the services of banks, it would be impossible to carry on the complicated financial operations of the present-day business world.

Activities of the kind now carried on in banks began thousands of years ago, soon after money came into general use. Some of the earliest written histories mention the business of money lending and the storing of gold and silver.

The London goldsmiths of the 17th century are often referred to as the forerunners of our present-day bankers. For gold deposited with them, they issued warehouse receipts which circulated as money. When the goldsmiths found that people accepted their warehouse receipts as money without coming in for the gold, it occurred to them that they could issue receipts for amounts greater than the value of the gold deposited with them and thus make loans on which they could charge interest. So began a lending arrangement which involved the use of pieces of paper as money. The issuance of bank notes convertible into gold or silver, later undertaken by banks, was a similar business.

As our country grew and prospered, businessmen found that checks were more convenient to use than bank notes. When they received loans at the bank, they preferred to have the amount of the loan added to their checking accounts. It was soon recognized that checks drawn on deposits were money just as much as bank notes, and eventually checks became the primary medium of exchange. About 90 percent of our Nation's business is now transacted by check -- a far higher proportion than in any other country in the world.¹

¹ Federal Reserve Bank of New York, A Day's Work at the Federal Reserve Bank of New York, undated, (p. 9).

Our modern commercial banks are organized as corporations. The original stockholders supply the capital with which the bank begins business. The stockholders elect a board of directors and the directors appoint the managers or officers of the bank. The officers -- president, vice president, treasurer, comptroller, cashier, and assistants -- conduct the business of the bank with the assistance of many clerical workers.

Employment in banking has increased rapidly, especially since World War II, and is expected to continue to rise over the long run. Employment opportunities in clerical positions will be numerous, as long as the general level of business activity in the country remains high. Openings will occur not only because of the growth in the banking industry but also owing to the high rate of turnover among employees. High school graduates without any specialized training can usually qualify for the beginning jobs, such as those of file clerk, bookkeeping clerk, and a variety of machine-operating positions. An experienced worker may advance to a minor supervisory position, to teller or analyst, to a senior supervisory position, and perhaps to bank officer. However, the trend is toward using college graduates to fill officer positions. Such graduates are usually required to serve in trainee positions until they have gained considerable experience and until openings arise in junior officer posts.

This report discusses the employment outlook in banking occupations in both the short and long run. It also presents information on banking functions and services; on the various jobs found in banks, ranging from messenger to bank officer; and on earnings and other items of interest to young people considering the choice of a field of work.

BANKING FUNCTIONS

Several different kinds of banks may be found in most cities today. For example, some banks accept only certain types of savings accounts, and others specialize in investment activities. Of the various types of financial institutions, commercial banks lead in numbers of establishments and employees. Approximately 14,000 such banks, with more than 5,000 branch offices, were in operation at the beginning of 1953. They had more than 400,000 employees. In this report, the term "bank" means a commercial bank, unless otherwise specified.

Commercial Banks

Commercial banks render two types of services not customarily offered by other types of financial institutions.² They offer deposit accounts on which customers may draw checks, and they make short-term loans to businessmen, farmers, and industrialists. These and other services of commercial banks are discussed below.

Checking account service. --A large part of the activity in a bank centers around the handling of checks. To illustrate, let us assume that Mr. Jones in "Smalltown," N. Y., is one of the nearly 100 million depositors of the Nation's commercial banks and wishes to pay for some merchandise in San Francisco. He writes a check ordering "Smalltown National Bank"³ to pay the "Able Manufacturing Co." a certain sum, and mails the check to the company in San Francisco.

The "Able Manufacturing Co." deposits the check in the "West Coast National Bank" in San Francisco, where it goes to the teller to be credited to the company's account and is then sorted as an out-of-town check. It may also be photographed on microfilm. In any case, a record is made of the amount of money involved, and the check is sent to the Federal Reserve Bank of San Francisco for collection. West Coast National has an account there and the amount of the check is added to it. The Federal Reserve Bank of

²See section on related financial institutions (p. 7) for a discussion of other types of banks and specialized financial institutions.

³The word "National" in the bank's name indicates the bank is chartered by the Federal Government. All such banks are members of the Federal Reserve System. Other commercial banks are chartered by the various State governments but may also belong to the Federal Reserve System.

San Francisco then sends the check to the Federal Reserve Bank of New York, which forwards the check to Smalltown, N. Y. for collection. The Federal Reserve Banks settle their accounts with each other through the Inter-District Settlement Fund in Washington, D. C.⁴ Finally, the Smalltown bank deducts the amount of the check from Mr. Jones' account and pays for the collection by a deduction from its account with the Federal Reserve Bank of New York. The check is "canceled" signifying that it has been paid, by stamping or by a check-perforating machine. The bank periodically sends each customer a statement with his canceled checks, which serve as legally valid records of payments made.

The check on Smalltown National was handled many times. It was inserted and removed from several envelopes and sorted into different piles. At West Coast National the pile into which it went was marked "Federal Reserve Bank of San Francisco". At the Federal Reserve Bank of San Francisco the pile was marked "Federal Reserve Bank of New York". In the Federal Reserve Bank of New York the check was placed with others to be sent to "Smalltown National". At Smalltown National the check was sorted into a pile with other checks Mr. Jones had drawn during the month.

If the above example is multiplied by the thousands upon thousands of checks that are written each day, some idea is gained of the mammoth clerical job in the banking industry. Perhaps the largest check handling operation under one roof is that of the Federal Reserve Bank of New York which processes one million checks a day on the average. To illustrate the widespread use of checking accounts and the huge bookkeeping job that is done, we might add all

⁴ There are 12 Federal Reserve Banks, one in each of the Federal Reserve Districts into which the United States is divided. Each of the Federal Reserve Banks is a nonprofit corporation organized and operated to service the public. These banks are often called "bankers' banks" because they carry deposits of other banks called "member banks". The overall supervision of the Federal Reserve System is largely vested in a Board of Governors, located in Washington, D. C., whose members are appointed by the President of the United States and confirmed by the Senate. (For further details about the Federal Reserve System, see the booklet "The Federal Reserve System--Its Purposes and Functions" available on request to the Division of Administrative Services, Board of Governors of the Federal Reserve System, Washington 25, D. C.)

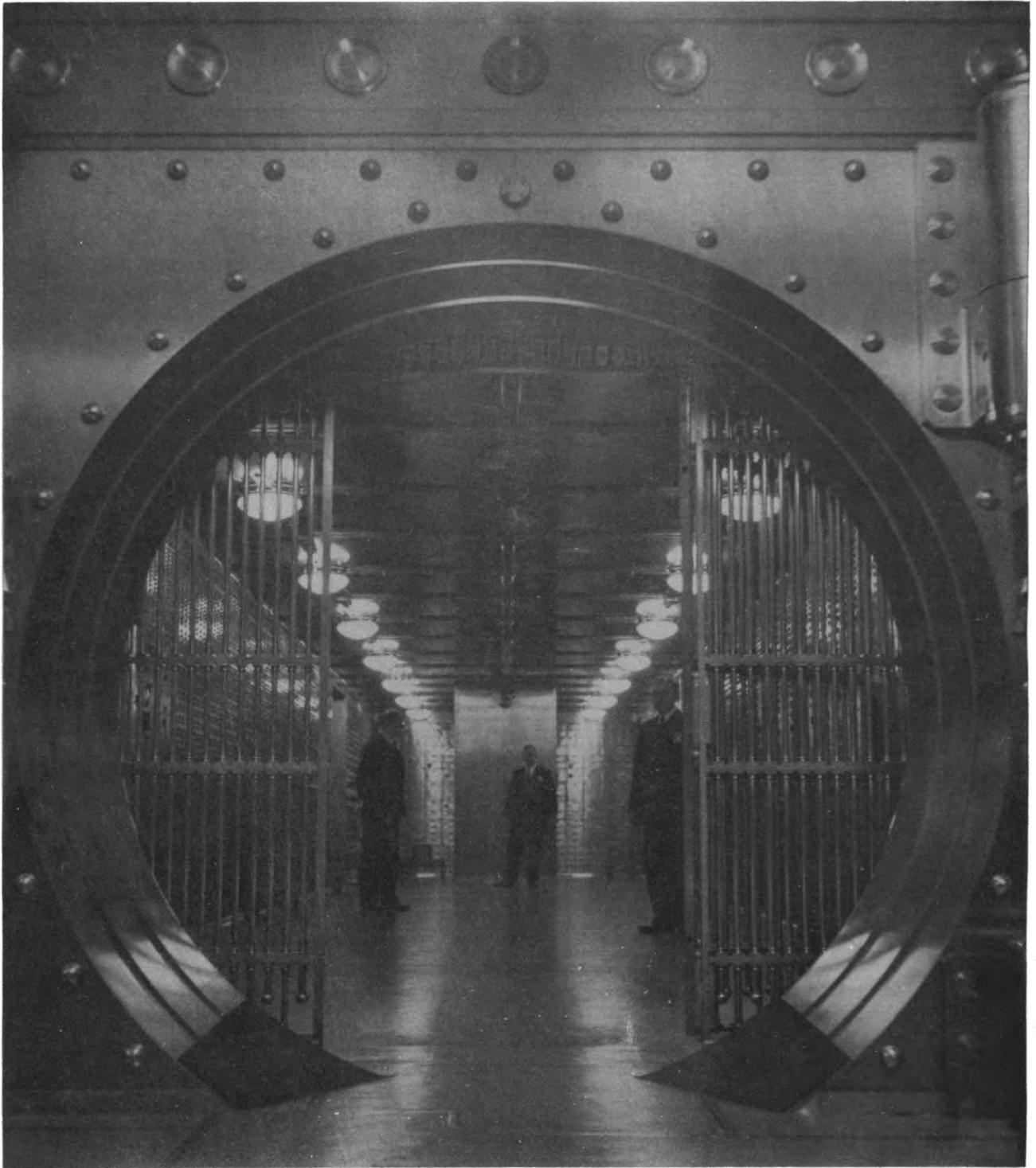
the deductions (debits) made from all the checking accounts in the United States for 1 year. The resulting total is the fantastic sum of about \$1 3/4 trillion.⁵

Loan service. --The primary income-producing function of banks is the lending of money to businesses and individuals, and to the Government and corporations through the purchase of Government bonds and other securities. The interest the bank earns on loans is the major source from which operating expenses are paid and dividends are disbursed to bank stockholders. The approval of a loan may give a business a new lease on life; a refusal may be its death knell. By extending credit to private individuals, the banker may make it possible for them to buy new homes, automobiles, or furniture. In the lending process, the banker must exercise his best judgment, weighing carefully the many favorable and unfavorable elements in each situation. Since the bank officer is lending the depositors' funds, he must be reasonably certain that the bank will be repaid on the "maturity" or expiration date of the loan.

Trust service. --The administration of funds belonging to others, corporations as well as individuals, is another service often performed by banks. Acting as a trustee, a bank will accept responsibility for managing a fund or estate in accordance with the provisions of a trust agreement. Trust management involves wise investment of trusteed funds and also meticulous carrying out of the trust agreement. The agreement, for example, may include such stipulations as sending the son of the creator of the trust to college, or, as is often the case in pension trusts, paying out pensions to eligible employees.

Other services. --Banks may offer a variety of other specialized services, depending upon the size of the bank and the nature of its clientele. Savings deposits are usually accepted by banks and interest is periodically paid on funds as they accumulate. Many banks handle purchases, sales, and redemption of Government bonds. They may also handle other securities for customers and may furnish them with analyses of such securities. Banks often make credit investigations on behalf of their customers, or give credit references for customers on request by business firms. They also offer the rental of safe deposit facilities to which one has exclusive access. If a debt in a foreign country must be paid or

⁵Federal Reserve Bank of New York, op. cit.



Most banks maintain customers' safe deposit boxes in their vaults

a collection made, the bank can handle the transaction. City banks often have arrangements with local gas, electric, and telephone companies whereby customers may pay their monthly utility bills to the bank.

A complete list of services performed by large banks would include many other items not mentioned above. Indeed, a modern bank is a veritable "department store" of banking.

Related Financial Institutions

Some of the functions of commercial banks are performed also by other, more specialized financial institutions. Mutual savings banks, for example, accept savings deposits and pay interest on them, but rarely accept checking accounts. They often sell "savings bank" life insurance, furnish safe deposit facilities, and perform trust functions. For the most part, mutual bank assets are invested in bonds and real estate. In 1951, almost 50 percent of their assets were invested in United States Government bonds, with another 36 percent in real estate mortgages.⁶

There are well over 500 mutual savings banks, concentrated mostly in the Northeastern United States; over 60 percent are located in Massachusetts and New York.⁷ About 206 of these banks, whose deposits represented three-fourths of the total deposits in such banks, employed more than 13,000 persons in 1952.⁸

Many other financial institutions, not classified as banks, also offer employment which utilizes the same occupational skills required in banking. The fastest growing of these institutions are savings and loan associations. Their activities are similar to those of mutual savings banks although not as diversified. People may place their savings with these associations by purchasing shares which earn dividends paid from the earnings of the organization. The organizations' funds are invested mainly

⁶Prochnow, H. V., Editor, American Financial Institutions, New York, (p.150), 1951.

⁷Federal Deposit Insurance Corporation, Annual Report for the Year ended December 31, 1952, Washington, D. C., 1953, Table 30, (p. 52).

⁸Ibid (p. 136).

in first mortgage loans made on real estate. Savings and loan associations had more than \$19 billion in assets in 1951, of which more than \$15 1/2 billion were in first mortgage loans.⁹ In 1951 there were almost 6,000 of these associations with an estimated work force of 30,000.¹⁰

Specializing in the consumer credit field, are about 1,000 personal finance companies operating approximately 5,000 offices.¹¹ The types of workers employed by these organizations are similar to those needed in the consumer loan department of a commercial bank.

Investment banks specialize in the marketing of securities for corporations needing capital funds. Brokerage companies purchase and sell securities for their clients. These two types of organizations often collect and distribute a great deal of investment information and, therefore, employ investment analysts as well as other employees similar to those in investment departments of commercial banks.

Some Government agencies perform functions related to those of banks. Among those active in early 1953 were the Farm Credit Administration, the Farmers Home Administration, the Reconstruction Finance Corporation, the Housing and Home Finance Agency, and the Export-Import Bank. In addition to those agencies which perform lending activities or facilitate the making of loans, other governmental or quasi-governmental agencies have as one of their functions the supervision of banks. These agencies—including the Federal Deposit Insurance Corporation, the Federal Reserve System, and the Office of the Comptroller of the Currency—conduct periodic examinations of banks. They employed an estimated work force of about 1,700 bank examiners in early 1953. The Federal Reserve Banks, operating as bankers banks in the 12 Federal Reserve Districts, have many positions which are similar to those in commercial banks.

Clearing house associations are primarily engaged in expediting the collection of local checks. Banks in large cities deliver checks for other local banks to the clearing house and pick up checks for their own bank. Much clerical work, mostly routine sorting, is performed at the clearing house.

⁹ Home Loan Bank Board, Trends in the Savings and Loan Field, 1951, Washington, D. C., (p. 4).

¹⁰ Estimated by U. S. Savings and Loan League.

¹¹ Prochnow, H. V., Editor, American Financial Institutions, New York, 1951, (p. 719).

JOBS IN BANKING

Of the more than 400,000 persons who work at various tasks in commercial banks, roughly 300,000 perform the clerical duties involved in handling deposits, cashing checks, and recording the millions of transactions carried through each day. Supervisors of various operating units and sections, as well as bank officers, are also needed for positions of greater responsibility.

The exact duties involved in a particular position vary with the size of the bank and the nature of its business. In small banks, two or more of the jobs described below may be handled by one person. Combinations such as the following are common: messenger--clerk, proof-machine--bookkeeping-machine operator, or transit clerk--proof-machine--bookkeeping-machine operator. On the other hand, specialization is more feasible in large banks and each person may have only a few clearly defined duties.

Clerks, Machine Operators, and Related Workers

The largest group of bank workers are those employed in clerical positions. Most of them need little specialized training. Messengers are perhaps the least specialized. There are also many types of clerks, including file clerks, bookkeeping clerks, statement clerks, and transit clerks. A large number of clerical workers operate office machines, mainly proof (sorting) machines, bookkeeping machines, and adding machines. Some banks also use key-punch, tabulating, addressograph, and microfilming machines. In addition, banks employ many typists, stenographers, telephone operators, elevator operators, and guards.

Messengers make trips to other banks, branches of the same bank, business houses, and often government agencies in the local area. They are responsible for the safe delivery of banking items such as checks and drafts, letters, and packages. In many banks, these messengers are older men who, although still active, are able to do only light work. Inside messengers or pages, who may be men or women, carry messages and banking items within the bank and may also perform simple clerical tasks. Formerly, most new employees were hired as messengers. Some beginners are still assigned to this work, though large numbers begin as junior clerks and bookkeeping - or proof-machine operators.



Three-fourths of all bank employees are machine operators or clerks

Clerks perform office duties of various kinds depending on the department or section to which they are assigned. For example, a file clerk assigned to general files may maintain files of correspondence, credit reports, and other documents. A bookkeeping clerk may alphabetize material for the bookkeepers, cancel and file checks, answer phones, and sort and list various items. A statement clerk cancels and files paid checks, delivers statements and checkbooks to customers over the counter, and runs statement forms monthly on addressograph machines. A transit clerk sorts checks and drafts on out-of-town banks in accordance with routing instructions, endorses these items, lists sorted items on cash letters, and places checks and cash letters in properly addressed envelopes to insure prompt and accurate collection of items. Transit clerks usually must be able to use an adding machine and typewriter. A general clerk may file material, operate the switchboard, give routine credit information, operate duplicating machines, and help with sorting and listing of checks and other items. General clerks also may use the bookkeeping machine to record transactions affecting various accounts.

The bulk of the job of sorting checks and similar items is accomplished by proof-machine operators. Proof machines have two sets of keys—sort keys and conventional adding machine keys. Thus, in one operation the check is sorted and a record is made of the amount involved. Proof-machine operators may also assist in preparing for mailing individual monthly statements of customers' accounts and accompanying canceled checks.

Keeping records of customers' accounts is chiefly the job of bookkeeping-machine operators. The bookkeeping-machine operator receives deposit slips and paid checks from the proof department and arranges them alphabetically or according to the order in which customers' accounts are kept. The next task is to add and subtract the sums deposited in and withdrawn from each customer's account, using a bookkeeping machine. Also, the bookkeeping-machine operator may prepare customers' statements for mailing, give account information over the telephone, and cancel and file checks.

In large banks, many records, such as those of the trust and personnel departments, are kept on punch-cards. Such banks employ a number of workers as operators of key-punch and tabulating machines.



Bookkeeping in modern banks is done largely by machines

Some banks make a photographic record of checks on micro-film. The operation of this machine is sometimes a separate job. If the bank is large enough, the operation of multilith, mimeograph, or addressograph machines also may be the special duty of one or more persons.

Tellers

The bank employees who deal with the public most are the tellers. About 64,000 were employed in 1950 in all types of banks.^{1 2} The term, teller, comes from an Anglo-Saxon word which means to enumerate or count. Thus, a teller is a person who counts. In other businesses a person who counts cash is usually called a cashier, but in a bank the cashier is the executive officer responsible for the funds; in some banks he also may be in charge of operations.

Competent tellers build a bank's business by giving customers the kind of service they want. Many customers form their impression of a bank from the way they are treated by these employees. Tellers are also responsible for initiating changes in customers' accounts. Accuracy, as well as speed and courtesy, is therefore important in their work.

A paying and receiving teller usually starts the day by obtaining his individual cash box from the vault. He may order additional coin and currency if he feels the supply he has on hand is not adequate for the day's requirements; he gives mutilated currency to the head teller. During the hours the bank is open to the public the teller is chiefly concerned with cashing customers' checks and receiving deposits. When he cashes a check he must verify the signature or endorsement and ascertain that the customer's account balance is sufficient. Checks for large amounts are referred to the head teller or an officer for authorization. When the teller receives deposits from customers, he verifies and enters the amount of these in pass books or on deposit receipts. In accepting deposits from customers he must be alert for counterfeit money. After the bank doors are closed to the public, the teller "proves" his cash, usually by counting the cash on hand, listing the currency-received tickets on a settlement sheet, making the proper adjustments thereon, and taking the

^{1 2}U. S. Department of Commerce, Bureau of the Census, Preliminary Report on Detailed Occupation of Employed Persons in the United States, 1950, Washington, D. C., 1953.



About 64,000 tellers are employed in banks throughout the United States

settlement sheet to the proof department for final processing. He may also perform a number of miscellaneous tasks such as counting deposit slip items for analysis purposes, filing new account cards, and removing closed account cards from the files. He may supervise one or more clerks who assist him in recording or filing.

Analysts

Before a bank officer passes on a request for a loan, he has an analysis made of the credit position of the firm or individual involved. In large banks this job is done by credit analysts, who analyze financial statements and write or phone other banks and credit agencies in search of information on applicants for loans. The history of the applicant's dealings with the bank is also investigated by means of a thorough search of the files. The analyst then compiles a report and submits it to his supervisor, who forwards it to the proper bank officer.

Investment analysts constantly study all aspects of the securities market and prepare reports for trust or other bank officers who decide on the proper use of investment funds. The same type

of information is also needed to guide the bank in investing for its own account funds which it does not need for other purposes. The investment analyst prepares appraisals of securities of business organizations by compiling factual data as to company assets and liabilities, sales, earnings, dividends, capital structure, and related items. He also computes such ratios as earnings or dividends per share.

Supervisors

The number of supervisory positions in a bank depends largely on its size. In some banks, departments are divided into units and sections. Thus, there may be unit supervisors who are in charge of a number of clerks or machine operators, analysts, or tellers. Over these unit supervisors may be a section supervisor, and finally a departmental supervisor or head of several sections.

A unit supervisor assigns, reviews, and checks the work of his unit. In addition, he may be in charge of training new employees, making recommendations as to salaries, promotions, and transfers, locating errors in the work, and helping out with particularly difficult tasks. A section supervisor performs similar duties for the entire section. The departmental supervisor has considerably greater responsibility. In large banks, he may be responsible, under the



Employees in the credit division of a large bank
(Credit analysis is one of the early assignments often given
college graduates)

general direction of a bank officer, for overall operation and coordination of the department, hiring new employees, recommending salary adjustments and promotions, and handling of very difficult operating problems. In smaller banks, these duties may be the direct responsibility of an officer.

As a rule, supervisory jobs at all levels are filled by the promotion of bank employees who have demonstrated leadership qualities and whose work has shown that they are capable of handling additional responsibilities.

Executive Trainees

Many large banks have special training programs for employees whom they consider to be future candidates for positions as bank officers. These executive trainee jobs are usually filled by inexperienced people with college degrees, although high school graduates of outstanding promise who have banking experience are sometimes considered.

After the training period is completed, these trainees are given regular bank assignments, the nature of which varies with the individual and with the employing bank. However, they usually work as credit or investment analysts or in suitable jobs in the bookkeeping, proof, or paying and receiving department. Promotion depends upon job openings and the ability of the trainee. Many small banks cannot operate special executive trainee programs, but give their promising employees an opportunity to learn the work of the various departments so that they may be eligible for promotion to executive positions.

Officers

Responsibility for the successful operation of all the bank's departments resides in its officers who are elected by and are responsible to the board of directors. The number of officers and their titles and responsibilities differ greatly depending on such factors as the size of the bank and the particular services offered. The assistant officers -- for example, assistant cashier, assistant treasurer, and assistant vice president -- may each be responsible for the operation of one or more of the smaller departments of the bank or may act as assistants to senior officers who are in charge of the larger departments.

Banks vary greatly in their departmental set up. However, the following departments are usually found in most large banks: operations (including the servicing of deposit accounts, accounting, and other internal functions), trust, credit, business loans, consumer loans, investments, correspondent banking, foreign banking, real estate, personnel, purchasing, and public relations. Some vice presidents may have responsibility for several departments, but in some city banks, where all departments are large, each may be handled by a second vice president. The departments, supervised by second vice presidents and vice presidents, may be consolidated into divisions headed by senior vice presidents.

The bank president exercises general supervision over the bank. Subject to the approval of the directors, the president may control all banking transactions (within the provisions of law, the bank's charter and bylaws, and the policies laid down by the board of directors). He usually takes an active part in determining what loans and investments shall be made. However, some small banks are run almost entirely by the cashier. In such cases, the president is usually more or less inactive as an officer and concerns himself mainly with matters brought before the bank directors.

Specialized Personnel

Banks often need professional specialists of various kinds as advisors on technical problems. They employ lawyers to solve many legal questions that arise in connection with banking operations and to advise customers. Engineers in various fields of specialization are sometimes called in as technical experts to make appraisals relating to loans for manufacturing, mining, utility or other projects involving engineering. Economists and statisticians may be employed to conduct research and compile reports on such subjects as markets and business conditions. Accountants may be used for such purposes as auditing records of the bank and its branches or setting up new record-keeping systems. The services of advertising specialists, journalists, personnel specialists, or public relations experts may also be used by banks.

Some very large banks employ such specialists on a full-time basis. Smaller banks may hire them on a day-to-day consulting basis.

HOW TO ENTER AND ADVANCE

Qualifications for Entry

High school graduation is sufficient educational preparation for most entry jobs in banks. Young men and women just out of high school who are intelligent, of good character, and interested in banking are considered excellent candidates for beginning clerical positions. Although not essential, business education courses are usually an asset. Among the specialized high-school courses useful in banking are bookkeeping, typing, shorthand, operation of office machines (adding machines, calculators, and bookkeeping machines), economics, business arithmetic, and business law. In considering job applicants, employers favor those who have worked in a school bank or held a summer-time job in a bank.

A high-school graduate without previous experience may be assigned immediately as a file clerk, transit clerk, proof-machine operator, or bookkeeping-machine operator, and will learn his duties on the job. In some very large banks beginners are assigned to a general pool as clerical trainees and then placed in the various departments as openings occur.

College graduates are being hired by banks in increasing numbers, although they still represent only a small proportion of all new employees. Entry jobs for college people differ considerably between big city banks and small city or country banks.

Most big city banks have more or less formalized training programs for college graduates, which vary in length from 6 months to 2 years. Some programs involve working at various clerical jobs for short periods in several of the bank's departments. Other programs require trainees to spend time studying, observing, and writing reports on the operations of the various departments. These programs are designed to give the trainee a thorough grounding in all aspects of banking business and to discover the trainee's interests and capabilities, in order to find a permanent assignment which will be best in terms of his long-run development into an executive of the bank. Under another type of training program the college man is given a specific assignment at once, as determined by his interests and the needs of the bank, and he acquires the "feel" of banking as he goes along. Frequently credit analysis is one of the early assignments given to college graduates.

In small banks, training is much less formal. A new employee with a college degree is usually required to perform clerical duties in various departments until his capabilities are determined, he has gained the necessary experience, and a vacancy occurs in a more responsible position. In very small banks, the college graduate may at first perform the same duties as the entrant with only high school preparation, but the former's chances of advancement to a position as an officer may be greater.

Entry into banking occupations does not usually require the specialized college education needed for most professions. In fact, the major field of undergraduate specialization is not of primary importance for employment in banking (except for a few special assignments). Several courses of study are, nevertheless, considered good preparation for a banking career. A business administration curriculum with a major in banking provides the most specialized training available. Other possibilities include a business administration curriculum with a major in a related field such as accounting, statistics or finance, or a liberal arts curriculum with courses in some of the following subjects: economics (particularly money and banking, finance, and corporate organization), political science, commercial law, accounting, and statistics. Courses in English composition are also desirable.

Employers in banks usually lay great stress on leadership ability as a qualification for new entrants. A college trainee is expected to be mature, well-poised and personable, aggressive, gregarious, with an engaging personality--in short, a person who likes selling.

Applying for a Job

A person who wishes to enter banking has several possible avenues of approach. He may apply in person or in writing to the employment office of a bank or to the bank official in charge of personnel. A recommendation by an employee of the bank or one of the bank's customers is often helpful. Reliable local references are extremely important.

Sometimes employers recruit applicants recommended by high-school vocational counselors, teachers of business subjects, and college placement officers. A few banks send representatives to college campuses to recruit men for their executive training programs. In addition, banks sometimes place want ads in the daily papers. Anyone looking for bank employment should also consult the local office of the State employment service, which is affiliated with the U. S. Employment Service.

Regardless of how the initial contact is made, there will be a personal interview with one or more bank officials before the applicant is hired. Some banks also require job applicants to take intelligence and clerical aptitude tests.

Opportunities for Advancement

Of each 100 employees in banking, approximately 17 are officers and 10 are senior supervisors.¹³ In selecting these senior supervisory employees, and also unit and section supervisors, most banks follow a "promotion-from-within" policy. As a result, the best positions in the bank are generally occupied by employees with long service, among whom turnover is very low.

The lines of advancement in banks are fairly well defined. They follow, in general, the job ladder previously described in the section of this report on "Jobs in Banking". From a routine clerical job, promotion may be to a minor supervisory position, to teller or analyst, thence to a senior supervisory position, and finally to bank officer. Although the trend is toward using college graduates to fill officer posts, outstanding persons without such training still have a good chance to become officers, especially in small banks.

Openings at the higher levels result not only from deaths and retirements of bank officers and supervisors but also from bank expansion and the consequent need for an enlarged supervisory staff. An important factor in promotions has been the establishment of branch banks in States where branch banking is permitted.

It is difficult to generalize about the rate of advancement. Promotions come most slowly in small town banks, which are operated largely as family enterprises and where little turnover occurs among the top positions. In some of the larger banks which have special training programs for college graduates, an effort is made to accelerate at least initial promotions. However, it usually takes a long time to acquire the intimate knowledge of the operations of the bank, its customers, and the community, which is necessary for senior positions.

Though the best preparation for promotion is experience in the job immediately below, special courses help one to advance more quickly. Opportunities for such preparation are extremely good in banking, primarily because of the existence of an industry-sponsored school, the American Institute of Banking, which has

¹³ Brown, J. Stanley, You and Banking, American Institute of Banking, 1950 (p. 3).

been in operation since 1900. The Institute, with a class enrollment of 50,000 in 1950, has 258 chapters located throughout the United States. Its well-established curriculum includes courses in every phase of banking.¹⁴ In most cases tuition is paid by the bank upon successful completion of the course by the employee.

The Institute curriculum is divided into three divisions--pre-standard, standard, and graduate courses. The prestandard courses are: Fundamentals of Banking, Savings Banking, Commercial Law, Negotiable Instruments, and Economics. Business Administration, Money and Banking, and Accounting I and II are standard courses. Graduate courses are: Analyzing Financial Statements, Credit Administration, Bank Administration, Corporation Finance, Investments, Trusts I and II, Consumer Credit, Home Mortgage Lending, Effective Speaking, and Effective Bank Letters. Certificates are awarded in each division--prestandard, standard, and graduate. Generally, completion of 4 courses is necessary for a certificate. The textbooks used in all certificate courses have been written expressly for the American Institute of Banking. Faculty members are recruited from among leading bankers, lawyers, accountants, and teachers in colleges and universities.

For further advanced training there are graduate schools where bankers may spend about 2 weeks a year for 3 years, usually during the summer, studying the more intricate banking problems in a university atmosphere.¹⁵ One of the better known is the Graduate School of Banking held each summer at Rutgers University by the American Bankers Association. Most men attending this school already have banking positions of considerable responsibility, and attendance at the school is looked upon as a mark of distinction. A number of similar schools are conducted each year under the auspices of State bankers' associations.

Experience in banking may qualify one for related jobs in business and government. It is not unusual for experienced bank employees to join the staff of other business firms -- sometimes firms who are customers of the bank. Banking experience is well regarded for business positions connected with the management of financial affairs, for example, in the treasurer's or comptroller's office.

¹⁴ American Institute of Banking, 1952-53 catalogue, New York, N. Y.

¹⁵ See April 1953 issue of Banking, the Journal of American Bankers Association, for a complete list of these graduate schools.

Experience in a bank may also qualify one for the position of bank-examiner trainee in the Federal or State government.¹⁶ In early 1953, the Federal Deposit Insurance Corporation had a staff of about 550 examiners; the office of the Comptroller of the Currency, 800; and the Federal Reserve Banks, about 325.¹⁷ State banking departments also employed about 1,000 bank examiners. It is estimated that 3,000 bank examiners were employed by all bank supervisory agencies in the United States in 1953.

Advancement opportunities for women. --About 55 percent of all bank employees are women.¹⁸ Although the majority of women are employed as clerks or office-machine operators, opportunities for women to advance to teller positions have greatly improved since the beginning of World War II. Women held 44 percent of all teller positions in 1950, according to the U. S. Census of Population. Opportunities for advancement to supervisory positions are good because of the high proportion of women clerical employees. A study of 12 banks in Philadelphia and Chicago in 1948-49 revealed that 19 percent of the "higher level" positions in Philadelphia banks were filled by women; the corresponding percentage was 13 in Chicago.¹⁹ Most of these women were employed as tellers or clerical supervisors.

Women bank officers are no longer a rarity, although these positions are more difficult for them to attain than supervisory posts. The fact is that most women do not stay with banks long enough to qualify for positions as officers. Nevertheless, a 1951 survey disclosed that over 7 percent (about 6,000) of all bank officers were women.²⁰ By far the greatest numbers (4,160) were employed as assistant cashiers; 530 were employed as cashiers, 375 as vice presidents, and more than 100 each in assistant secretary, assistant treasurer, and assistant trust officer positions.

¹⁶ See for example, announcement of examination for bank examiner, U. S. Sixth Civil Service Region, May 26, 1952.

¹⁷ Does not include 930 (approximate) special assistant examiners not regularly engaged in bank examining work.

¹⁸ Pepper, Catherine S., "Women in Banking," in The Woman Banker, April-May, 1952.

¹⁹ U. S. Department of Labor, Women's Bureau, Women in Higher-Level Positions, Bulletin No. 236, 1950.

²⁰ Pepper, Catherine S., "Women in Banking", in The Woman Banker, April-May 1952.

Over half of all bank employees are women



Top photograph-- A teller checks customers' records in the savings department.



Lower photograph-- A machine operator photographs canceled checks.

LOCATION OF BANK EMPLOYMENT

Employment opportunities in commercial banking are to be found in small towns throughout the country, as well as in big cities. It is a small community indeed that does not have at least one bank. Bank employment is, however, concentrated to some extent in population centers. Over two-fifths of the employees of insured commercial banks work in the four States with the largest populations--New York, California, Pennsylvania, and Illinois (table 1 and chart 1). Far more bank employees are located in New York City, the financial capital of the world, than in any other city.²¹

Employment is also concentrated in the largest banks. More than 45 percent of all bank workers in 1952 were employed by the 213 largest institutions, which represented less than 2 percent of the total number of insured commercial banks.²² Banks with less than \$5 million in deposits represented more than 70 percent of the total number, but employed only 16 percent of the workers. The average number of employees (including officers) per company was slightly over 30 for the banking industry as a whole. However, banks with less than \$500,000 in deposits had an average of only 3 employees, compared with an average of more than 900 employees for companies with \$100 million or over in deposits.

The recent trend toward the establishment of shopping centers in the suburbs of large cities has led to the opening of branch banks in many of these areas. This means that job opportunities in banking are becoming somewhat more widely distributed around the outskirts of large cities.

A few employment opportunities for executive trainees exist in foreign countries. Several large banks maintain branches abroad and well qualified employees may be given assignments in these offices.

²¹ This section refers only to "insured" banks. Insured banks are those whose deposits are insured (up to \$10,000 for each account) by the Federal Deposit Insurance Corporation. Over 96 percent of all the commercial banks in the United States are insured banks of the FDIC.

²² Federal Deposit Insurance Corporation, Annual Report for the Year Ended December 31, 1952, table 114 (p. 123).

Table 1. --Distribution of insured commercial banks and bank employees by State, December 31, 1952

State	Banks and branches		Employees ¹	
	Number	Percent	Number	Percent
Total	18,925	100.0	435,079	100.0
Alabama	259	1.4	4,139	1.0
Arizona	83	.4	2,502	.6
Arkansas	246	1.3	2,646	.6
California	1,223	6.5	42,283	9.7
Colorado	153	.8	3,829	.9
Connecticut	163	.9	5,681	1.3
Delaware	63	.3	1,469	.3
District of Columbia	67	.4	3,399	.8
Florida	219	1.2	6,804	1.6
Georgia	392	2.1	6,605	1.5
Idaho	101	.5	1,470	.3
Illinois	886	4.7	27,058	6.2
Indiana	596	3.2	9,469	2.2
Iowa	769	4.1	6,875	1.6
Kansas	476	2.5	4,728	1.1
Kentucky	419	2.2	5,254	1.2
Louisiana	255	1.3	4,990	1.1
Maine	127	.7	1,694	.4
Maryland	295	1.6	5,241	1.2
Massachusetts	372	2.0	13,762	3.2
Michigan	690	3.6	16,021	3.7
Minnesota	670	3.5	9,916	2.3
Mississippi	272	1.4	2,888	.7
Missouri	577	3.0	13,399	3.1
Montana	109	.6	1,650	.4
Nebraska	371	2.0	3,824	.9
Nevada	30	.2	624	.1
New Hampshire	59	.3	848	.2
New Jersey	497	2.6	15,131	3.5
New Mexico	74	.4	1,415	.3
New York	1,456	7.7	75,075	17.2
North Carolina	480	2.5	6,169	1.4
North Dakota	168	.9	1,490	.3

Table 1. --Distribution of insured commercial banks and bank employees by State, December 31, 1952--Continued

State	Banks and branches		Employees ¹	
	Number	Percent	Number	Percent
Ohio	915	4.8	19,546	4.5
Oklahoma	378	2.0	5,615	1.3
Oregon	177	.9	5,046	1.2
Pennsylvania	1,175	6.2	31,460	7.2
Rhode Island	62	.3	2,270	.5
South Carolina	198	1.0	2,512	.6
South Dakota	222	1.2	1,870	.4
Tennessee	403	2.1	6,621	1.5
Texas	891	4.7	20,972	4.8
Utah	89	.5	1,974	.5
Vermont	77	.4	945	.2
Virginia	443	2.3	7,088	1.6
Washington	276	1.5	6,915	1.6
West Virginia	178	.9	2,719	.6
Wisconsin	695	3.7	8,760	2.0
Wyoming	52	.3	794	.2
Alaska	16	.1	305	.1
Puerto Rico	56	.3	1,203	.3
Other areas	5	(²)	116	(²)

¹ Includes officers.

² Less than 0.05 percent.

Source: Federal Deposit Insurance Corporation Annual Report for the Year Ended December 31, 1952.

EMPLOYMENT TRENDS AND OUTLOOK

Past Trends

Today about 19,000 insured commercial banking offices handle well over 100 million accounts.²³ More than 400,000 workers are employed in these banks.

The development of banking into "big business" has taken place largely in the last 50 years. There were fewer than 9,000 banking offices in the United States in 1900, with total deposits amounting to less than \$10 billion.²⁴ By 1922, the number of banks and branches had risen to over 31,000 (chart 2) with deposits near \$35 billion.²⁵ Thereafter, the number of banking offices began to decline—slowly at first and then abruptly following the 1929 crash. Over 10,000 banks closed during the early depression years, reducing the total number of offices to about 17,000 in 1933. The number of parent banks has continued to drop slightly in most succeeding years, but largely as a result of mergers and consolidations. The decline has been offset, however, by the steady rise in the number of branch banks. By 1952, the expansion in branch banking had raised the total number of banking offices in the country to more than 19,000 (chart 2) and total deposits had grown to more than \$170 billion.²⁶

Employment in banking has risen much more sharply since the 1930's than the rise in the number of banks and branches. Between 1936 and 1952, employment in insured commercial

²³ Refers to all types of accounts in insured banks, including those of individuals, partnerships, and corporations, as well as government and interbank deposits. Source: Federal Deposit Insurance Corporation Annual Report for the Year Ended December 31, 1951, (p. 75).

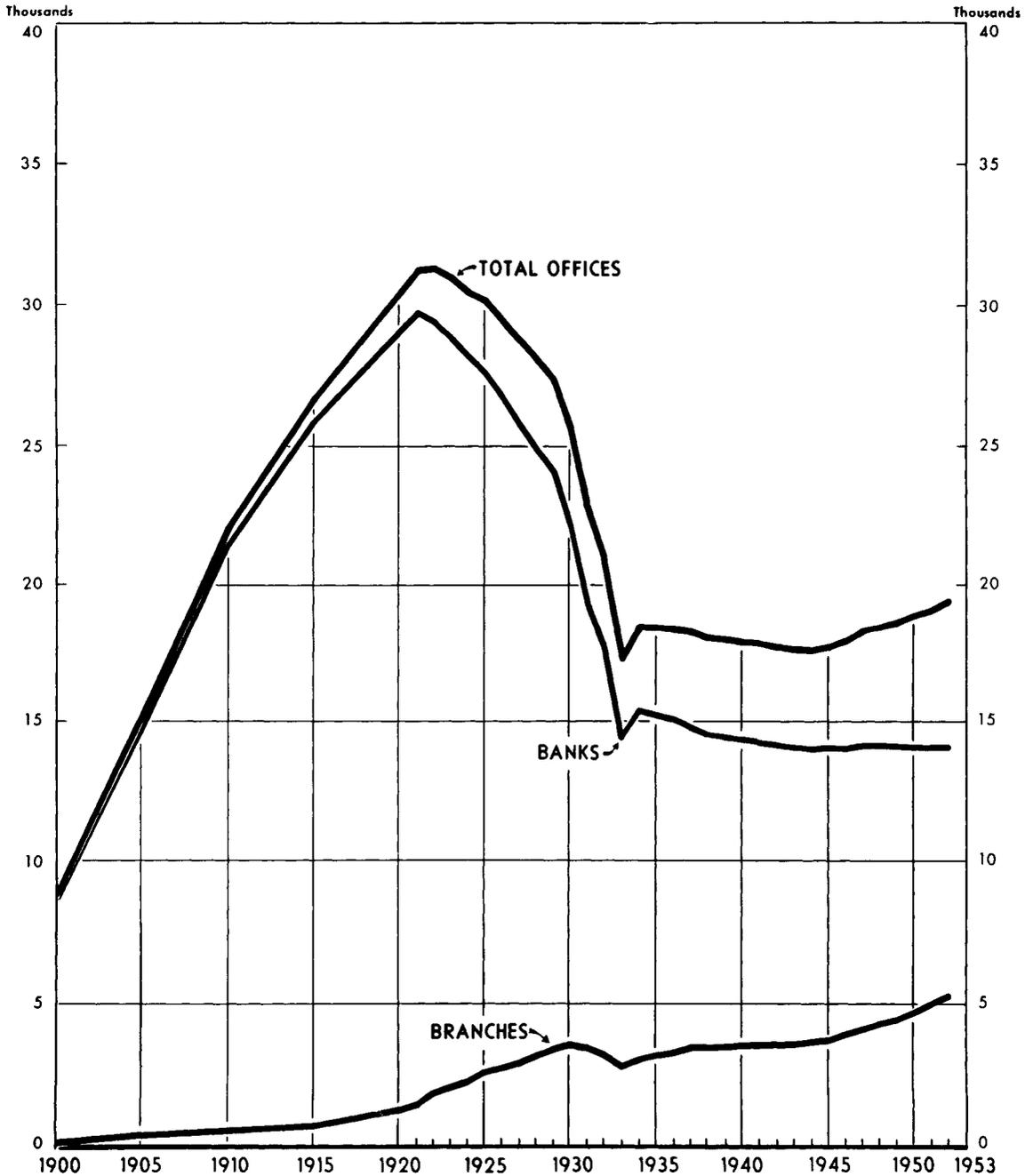
²⁴ Federal Reserve System, Banking and Monetary Statistics, 1943, (p. 34).

²⁵ Ibid, (p. 17).

²⁶ Federal Deposit Insurance Corporation Annual Report for the Year Ended December 31, 1952, table 105, (p. 98).

Chart 2

Chart 2. NUMBER OF COMMERCIAL BANKS AND BRANCHES In the United States, 1900-1952



UNITED STATES DEPARTMENT OF LABOR
BUREAU OF LABOR STATISTICS

Source: U.S. Congress Joint Committee on the Economic Report,
Monetary Policy and the Management of the Public Debt, 1952.
Tables XVI, XVII, XVIII., and Federal Reserve Bulletin, August 1953.

banks²⁷ increased by about 200,000 or 87 percent (chart 3). Employment increased in all years except 1938. Gains were made even in years when the total number of bank offices declined, indicating that the closing of small banks was more than counterbalanced by the expansion of larger banks and their branches. The greatest growth in employment has taken place since World War II. Over the 8-year period from 1945-1952, the number of bank employees increased 43 percent, whereas, over the 9 years, 1936-44, the increase was only 23 percent.

The growth in bank employment largely reflects the increase in the number of persons and businesses served by banks. In 1936, there were 59 million accounts of all kinds in all insured banks; by 1951, the number had reached 112 million.²⁸ In relation to population, the rise was from 45 accounts per 100 persons in 1936 to 71 per 100 in 1951.²⁹

Perhaps the most important area of expansion has been in small checking account services. The number of checking accounts of all types doubled from 1936 to 1951, reaching 44 million. In recent years banks have actively solicited "economy" accounts, in which no minimum balance need be kept and on which a service charge is paid, usually based on the number of checks handled. Whereas banks formerly served mainly businessmen and the wealthy, banking has become more and more a service for everyone in the community -- serving large corporations and other organizations with huge balances as well as individuals with balances small enough to require economy checking accounts.

Many other banking services have expanded also. Consumer installment loans³⁰ made by commercial banks amounted to only

²⁷ Employment data are available for insured banks only in the 1936-52 period. Insured commercial banks include approximately 96 percent of all banks and branches.

²⁸ Federal Deposit Insurance Corporation Annual Report for the Year Ended December 31, 1951, table 40 (p. 75). (All insured banks included, in addition to commercial banks, 56 mutual savings banks in 1936, and 202 in 1951).

²⁹ Ibid (p. 75).

³⁰ Personal installment cash loans, retail automobile direct loans, and other retail direct loans.

\$680 million in 1939; by 1951, loans of this type had increased more than sixfold, to \$4,198 million.³¹ Along with this development has gone expansion of real estate loans and expanded loan services to small businessmen. Other services made available in many banks include receiving of utility bill payments and sale of Government defense bonds, travelers checks, and money orders.

As the workload of banking grew heavier and banks increased in size, it became feasible to mechanize routine operations. The hand bookkeeper has been displaced by the bookkeeping-machine operator in most banks. Greater use has been made of machines in sorting checks. Punch-card systems and tabulating machines have been installed for many record-keeping purposes. The extensive use of such office machines has made it possible to handle the greatly expanded volume of banking business with a considerably smaller work force than would otherwise have been necessary. Nevertheless, banking employment has expanded since 1938 (chart 3).

Employment Prospects

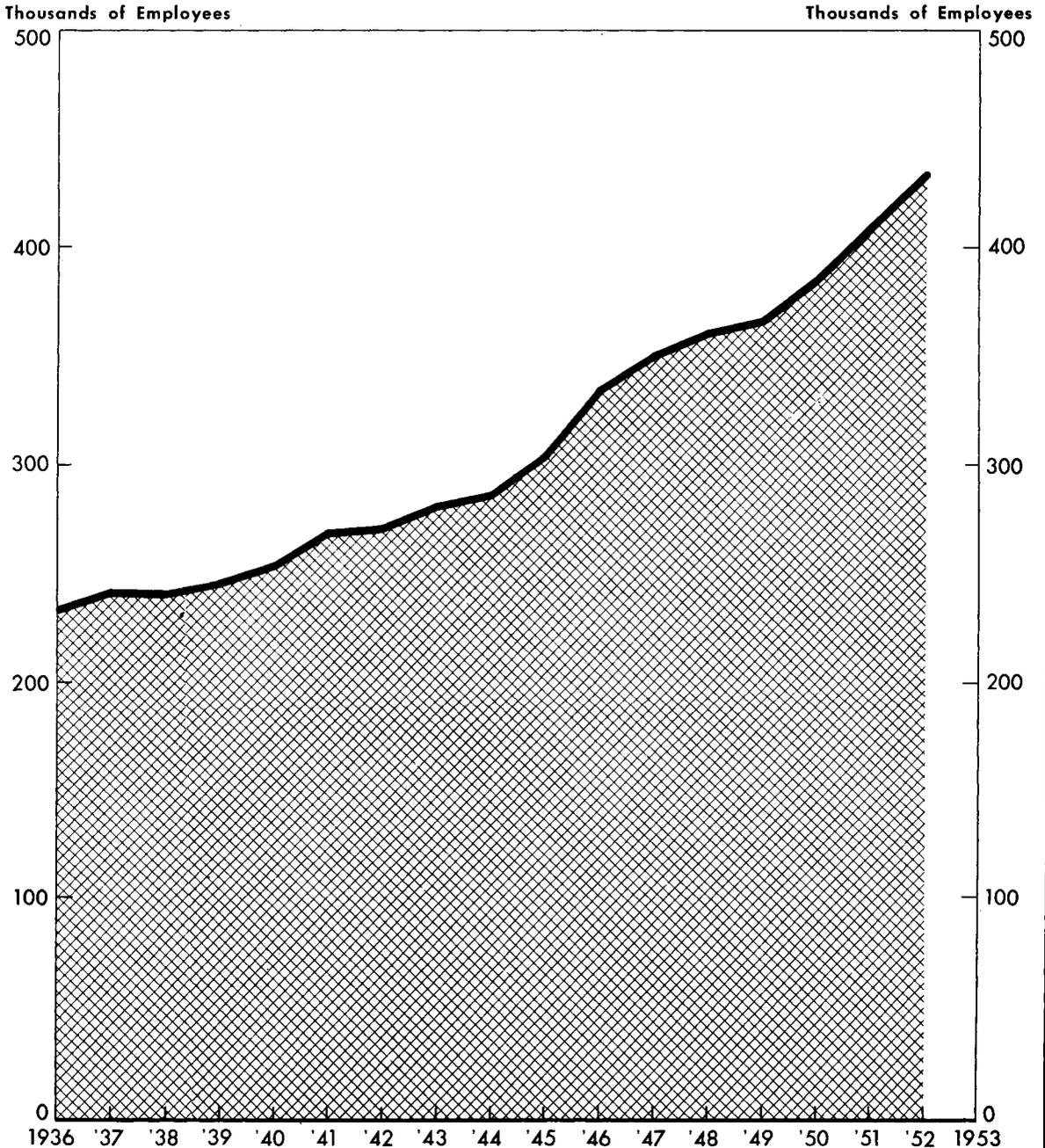
Employment opportunities in clerical positions in banks are expected to be numerous in the near future. Well qualified college graduates will also find some openings in trainee positions. Vacancies due to turnover (deaths, retirements, resignations) will continue to be the largest source of job openings. Additional employees will be needed to fill posts created by expanding services of established banks and to staff newly formed branches, assuming that the general level of business activity in the country remains high. If there should be a period of recession, the expansion of the industry would probably be halted, banks would not fill many vacancies, and there would be increased competition among job applicants. However, persons already employed in banks would probably have greater job security than those in many other industries.

The favorable employment outlook for clerical workers in banking over the next several years is due not only to the prospect of relatively large numbers of job openings in a period of general high-level employment, but also to the limited supply of such workers. The 17- to 21-year age group, the source of most

³¹ Federal Reserve Bulletin, May 1952, (p. 552).

Chart 3

Chart 3. NUMBER OF EMPLOYEES IN INSURED COMMERCIAL BANKS
NEARLY DOUBLED BETWEEN 1936 AND 1952



Source: Annual Reports of the Federal
Deposit Insurance Corporation

bank clerical employees, will remain a relatively low proportion of the population until late in the 1950's. Furthermore, other businesses will continue to compete with banks for young workers as long as employment remains at high levels. The numbers of applicants for full-time clerical positions have recently been so limited that some banks are using part-time workers. In some cases they have made arrangements with local high schools for students to work a part of each day; in this way, they hope to interest the students in staying on as full-time employees after graduation. In other cases, convenient working arrangements have been made for housewives who are able to be away from home only a few hours a day. Some city banks have made a special effort to attract older women employees.

Qualified college graduates will continue to be in demand for executive trainee positions in the near future. The expansion of the banking industry is creating a few opportunities for experienced trainees to move up to positions as department heads and branch managers, thus creating vacancies at the entry level. In addition, some opportunities occur each year as a result of death and retirement of bank officers. However, the openings for college trained people are few, relative to total bank employment, and employers are usually highly selective. The competition for positions in the largest banks is particularly keen, and employers have been able to maintain rigid hiring standards especially with respect to the personal characteristics of the applicants.

In the long run, the major trends which have marked the industry in the past are expected to continue. Increases in population, the mounting wealth and productive capacity of our Nation, and the increasing complexity of business transacted will result in a growing banking industry. The fields of consumer installment loans, small business loans, real estate loans, and economy checking account service will probably continue to expand. More and more banks are expected to solicit small trusts (under \$50,000) as well as the usually large pension trusts of the type set up by recent collective-bargaining agreements. The drive to attract more customers by establishing additional branches is expected to continue, but at a slower rate than in the years immediately following World War II. New branches will be opened in the suburbs of large cities as long as population continues to move into these areas. However, high replacement rates, usual in occupations employing many women, will continue to provide most of the job openings in banking.

Future employment opportunities in banking will also be affected by the probable increase in mechanization of bank operations. Mechanization of the check handling process, now partially achieved, may one day be complete. The possibility of using tabulating machines for check clearance processes is being explored, and experimentation in this direction is already underway in a few banks. New machines which can perform much of the work now done by tellers are in use in some banks and will probably be used increasingly. Any decline in the need for workers owing to greater use of machines will probably be more than offset, however, by the broad factors tending to increase banking employment.

In the past the main cause of unemployment in the industry has been the closing of banks because of insolvency. However, many reforms -- for example, the provision of Federal Deposit Insurance, which insures individual bank deposits up to \$10,000 -- have been adopted to prevent a recurrence of wholesale bank closings such as those which occurred in the early 1930's. The insurance of deposits maintains confidence in the banking system's ability to pay its depositors at any time and, therefore, bank suspensions have become relatively infrequent. Thus, it seems unlikely that any large amount of unemployment will result from bank closings in the future.

EARNINGS AND WORKING CONDITIONS

Earnings

Clerical workers in entry positions in banks had average weekly earnings ranging from about \$33 to \$50 a week in large cities in 1952, depending on such factors as the type of work performed and the city in which the bank was located.^{3 2} Tellers, who have all had some experience in bank employment, generally receive higher salaries than other nonsupervisory employees. In 1951, paying and receiving tellers in banks in 5 cities had average weekly earnings ranging from \$44 to \$65.50 (table 2).

Generally, women receive lower salaries than men in the same job classification. The salaries shown in table 2, however, may exaggerate the differences since they do not take factors such as length of experience into account.

^{3 2}Based on earnings of file clerks (class B) table 3, and on interviews with employers.

Table 2. --Average weekly earnings¹ for selected banking occupations
in 5 cities, 1951

Occupation	Dallas	Bridgeport	Atlanta	New York	San Francisco-Oakland
Men					
Tellers, paying or paying and receiving, commercial	\$57.00	\$57.00	--	\$65.50	\$60.00
Tellers, all-round	--	--	\$55.50	61.00	--
Tellers, savings	--	74.00	--	66.00	--
Tellers, note	60.50	--	54.00	67.50	--
Proof-machine operators	--	--	--	50.50	--
Transit clerks	--	--	--	50.50	--
Bookkeeping machine operators, B ²	42.50	--	--	--	--
Women					
Tellers, paying or paying and receiving, commercial	\$51.00	\$44.00	\$45.50	\$55.00	\$57.00
Tellers, savings	46.50	43.00	--	49.00	--
Bookkeeping machine operators, A ²	53.50	--	--	49.50	--
Bookkeeping machine operators, B ²	40.00	37.00	39.00	42.00	46.00
Proof-machine operators	40.00	36.00	40.00	45.00	--
Transit clerks	--	--	38.00	36.50	--
Stenographers	46.50	48.00	47.00	49.00	--

¹ Excludes premium pay for overtime.

² In general, class B jobs are more routine and the employee has less responsibility than in class A jobs.

Source: Dallas - BLS Bulletin No. 1043, June 1951; Bridgeport - BLS Bulletin No. 1044, June 1951; Atlanta - BLS Bulletin No. 1031, March 1951; New York - BLS Bulletin No. 1037, April 1951; San Francisco-Oakland - BLS Bulletin No. 1028, January 1951.

The geographic region in which a bank is located affects the earnings of employees to a considerable extent. In most banking occupations, salaries are highest in large cities on the West Coast. In 1951-52, women in office occupations in banking and related industries in the San Francisco-Oakland area had average earnings ranging from \$40 a week in routine file clerk jobs to \$60 a week in the highest type bookkeeping-machine operating jobs; secretaries in the same area averaged \$63 weekly (table 3). In contrast, employees in some cities, located mainly in the South and Middle Atlantic States, received weekly salaries averaging from \$8 to \$20 below those paid in the cities with the highest rates.

Salaries are related also to size of bank. In general, salaries are lowest in small banks. In 1952, average salaries of employees (excluding officers) working in the smallest commercial banks were less than half as much as those of employees in the largest banks.³³ Among bank officers, differences in salary were even more pronounced; those in the largest banks had average salaries more than 4 times those of officers in the smallest banks. These differences are undoubtedly due, in large part, to the heavier responsibilities of officers in large organizations and the more specialized character of their work. Living expenses, as well as salary rates, are usually highest in the big cities where large banks are located. Bank officers in small towns often have greater opportunity to supplement their incomes from other sources, such as insurance or real estate commissions.

College graduates, hired as executive trainees in large banks, received annual salaries ranging from \$3,000 to \$4,500 in 1953, but the salaries most frequently paid were from \$3,400 to \$3,600. Most senior supervisors and department managers received salaries ranging from \$4,500 to \$7,500; and junior officers from \$5,000 to \$9,500 in some of the larger banks. Very large banks often have a group of second vice presidents whose salaries range from \$8,000 to \$15,000 or more; other vice presidents usually receive from \$15,000 to \$30,000 annually, although some senior vice presidents receive \$50,000 or more.³⁴

³³ Federal Deposit Insurance Corporation Annual Report for the Year Ended December 31, 1952, (p. 45).

³⁴ Salary data obtained through personal interviews with personnel directors of large banks.

Table 3. —Average weekly earnings for women in selected office occupations in finance,¹ September 1951-May 1952

City	Bookkeeping-machine operators		Calculating-machine operators	Clerks			Key-punch operators	Secretaries	General stenographers	Tabulating-machine operators	Typists	
	Class A	Class B		Accounting	File (Class A)	File (Class B)					(Class A)	(Class B)
New England:												
Boston	\$46.00	\$40.50	\$43.00	\$43.00	\$40.50	\$35.00	\$40.50	\$53.00	\$43.00	\$45.00	\$42.00	\$37.00
Hartford	55.50	38.00	48.50	45.00	--	36.00	41.50	61.50	46.50	47.50	--	42.00
Providence	--	37.50	34.50	--	44.00	33.50	--	54.00	41.00	--	42.00	36.00
Worcester	--	--	--	39.50	--	36.50	40.50	51.50	44.00	--	--	36.50
Middle Atlantic:												
Albany-Schenectady-Troy	53.50	39.00	43.00	40.00	--	35.50	40.50	54.00	44.50	--	--	38.50
Allentown-Bethlehem-Easton	--	37.00	--	36.00	--	32.00	--	46.50	36.00	--	--	--
Buffalo	41.50	38.00	--	42.50	43.00	33.00	46.00	55.00	41.50	49.00	43.00	35.50
Newark-Jersey City	--	41.50	45.50	43.00	41.50	36.50	--	56.00	46.00	--	45.00	39.50
New York	56.00	46.00	50.50	47.50	51.00	40.00	46.50	66.00	51.00	53.00	47.50	42.00
Philadelphia	43.50	38.00	38.50	42.00	43.50	34.00	39.50	52.00	42.00	41.50	42.50	36.50
Pittsburgh	43.50	39.00	45.00	40.00	35.00	33.50	39.00	58.00	46.50	44.50	43.00	36.00
Rochester	--	41.00	--	--	--	34.50	--	54.00	44.00	--	--	39.00
Scranton	--	--	--	34.50	--	--	--	47.00	38.50	--	--	--
Trenton	--	--	--	44.00	--	--	--	49.50	42.50	--	41.00	--
South:												
Atlanta	--	42.50	41.50	43.50	43.00	35.00	42.50	57.50	46.50	43.50	43.00	36.50
Birmingham	--	38.50	--	46.00	41.00	34.50	41.00	50.50	42.50	52.50	39.00	35.50
Houston	49.50	43.50	49.00	45.50	45.00	38.00	42.00	56.50	49.50	--	48.50	38.50
Jacksonville	--	43.00	--	40.50	--	33.00	35.50	52.50	45.00	45.00	40.50	36.00
Memphis	--	39.00	--	--	41.50	33.00	--	50.00	42.50	--	40.00	35.00
New Orleans	--	39.00	39.50	38.00	33.50	33.50	35.00	45.00	48.00	--	34.50	33.50
Norfolk-Portsmouth	--	40.00	--	35.50	--	--	--	54.50	47.00	--	--	40.50
Oklahoma City	--	41.50	37.00	41.00	36.50	33.00	--	53.50	43.50	--	43.00	38.50
Richmond	--	37.00	--	42.00	43.50	33.00	38.00	52.00	43.00	41.00	41.50	36.00
Middle West:												
Chicago	60.00	47.50	47.50	49.50	50.00	39.50	48.00	62.50	52.00	43.00	51.00	43.50
Cincinnati	44.50	39.00	--	41.50	41.50	34.00	40.00	57.00	48.00	41.00	44.00	37.50
Cleveland	44.00	42.50	--	47.00	46.50	38.50	44.50	57.50	47.00	50.00	47.50	40.00
Columbus	48.00	39.00	--	47.00	41.50	37.00	43.00	53.00	45.50	49.50	43.50	38.50
Detroit	50.50	45.00	48.50	47.50	47.00	38.00	50.50	62.00	49.00	44.00	46.00	40.50
Indianapolis	49.00	39.50	43.00	44.50	41.50	36.50	43.50	55.50	47.00	55.00	47.00	39.50
Kansas City	49.50	41.50	--	46.50	43.00	34.50	39.50	54.00	46.50	41.50	41.00	35.50
Louisville	--	36.50	--	40.50	45.50	34.50	--	53.50	45.00	--	44.00	37.50
Milwaukee	47.50	40.50	44.50	46.50	46.50	35.00	40.50	66.00	44.50	52.00	47.00	37.00
Minneapolis-St. Paul	39.50	38.50	44.00	42.00	42.00	35.00	39.50	54.50	45.00	42.50	40.00	37.50
St. Louis	46.50	41.00	41.00	43.00	40.50	34.50	42.00	54.00	45.00	47.00	42.00	38.50
Far West:												
Denver	--	41.00	42.50	44.00	--	35.50	--	49.50	43.00	--	39.50	36.50
Los Angeles	53.50	45.00	--	47.00	46.50	37.00	48.50	60.00	50.50	54.00	47.00	42.50
Phoenix	--	--	--	49.50	--	37.50	--	55.50	46.50	--	43.00	39.00
Salt Lake City	45.00	37.00	--	37.00	39.00	34.00	37.50	50.50	43.00	39.50	39.00	35.50
San Francisco-Oakland	60.00	49.00	51.50	49.50	51.00	40.00	50.50	63.00	56.00	56.50	51.50	44.50
Seattle	47.50	44.00	48.00	51.50	44.50	37.00	47.00	60.00	51.50	--	46.00	38.00

¹Includes banks and other financial institutions, and insurance and real estate.

²In general, class B jobs are more routine and the employee has less responsibility than in class A jobs.

Hours and Working Conditions

The usual scheduled workweek in the banking industry is 40 hours. However, banks in many cities, including New York City, and Newark and Jersey City, N. J., have weekly scheduled hours of 37 1/2 or less for almost all workers.³⁵ In some cities -- for example, Bridgeport, Conn. -- the scheduled workweek in banks is 40 hours, but many employees work only 36 hours.³⁶ Daily hours may be irregular, especially in small banks. On some days there may be overtime work, whereas on others the hours of work may vary between 6 and 8.

Banks are noted for their liberal provisions for holidays. Employees in most banks receive from 9 to 12 holidays a year with pay. In contrast, manufacturing industries³⁷ usually provide only 6 or 7 paid holidays annually.

Two-week vacations after 1 year's service are given by most banks. Some banks allow 3 weeks after 10 years' service, and some 1 week after 6 months' service.

Life insurance and hospitalization insurance are benefits usually granted to banking employees. Retirement plans are common in banking. Most of the plans are contributory, the employer sharing the cost with the employee.

Work in banks is generally carried on in clean, well-lighted and well-ventilated office space. Most banking jobs require little physical effort.

³⁵ Bureau of Labor Statistics Bulletin No. 1037, Occupational Wage Survey, New York, N. Y., April 1951 (p. 27). Community Wage Survey, Form 5, Wage and Related Practices, Newark-Jersey City, N. J., July 1952.

³⁶ Bureau of Labor Statistics Bulletin No. 1031, Occupational Wage Survey, Atlanta, Ga., March 1951 (p. 14); Bulletin No. 1028, Occupational Wage Survey, San Francisco-Oakland, Calif., January 1951, (p. 23); Bulletin No. 1043, Occupational Wage Survey, Dallas, Texas, June 1951 (p. 15); Community Wage Survey Form 5, Wage and Related Practices, Bridgeport, Conn., June 1951.

³⁷ Bureau of Labor Statistics Bulletin No. 1113, Wages and Related Benefits, 40 Labor Markets, 1951-52.

WHERE TO GET ADDITIONAL INFORMATION

Your local bank

Your State bankers association

**American Bankers Association
12 East 36th Street
New York 16, N. Y.**

**American Institute of Banking
12 East 36th Street
New York 16, N. Y.**

**(A section of the American Bankers
Association which will provide infor-
mation on in-service educational
opportunities for bank employees)**

**The National Association of Bank
Auditors and Comptrollers
38 South Dearborn Street
Chicago 3, Ill.**

APPENDIX

OCCUPATIONAL OUTLOOK PUBLICATIONS OF THE BUREAU OF LABOR STATISTICS*

Studies of employment trends and opportunities in the various occupations and professions are made available by the Occupational Outlook Service of the Bureau of Labor Statistics.

These reports are for use in the vocational guidance of veterans, in counseling young people in schools, and in guiding others considering the choice of an occupation. Schools concerned with vocational training and employers and trade unions interested in on-the-job training have also found the reports helpful in planning programs in line with prospective employment opportunities.

Occupational Outlook Handbook

Employment Information on Major Occupations for Use in Guidance. Bulletin No. 998 (1951 Rev. Ed.). Illus. \$3.

Includes brief reports on more than 400 occupations of interest in vocational guidance, including professions; skilled trades; clerical, sales, and service occupations; and the major types of farming. Each report describes the employment trends and outlook, the training qualifications required, earnings, and working conditions. Introductory sections summarize the major trends in population and employment and in the broad industrial and occupational groups, as background for an understanding of the individual occupations.

The Handbook is designed for use in counseling, in classes or units on occupations, in the training of counselors, and as a general reference. Its 575 pages are illustrated with 103 photographs and 85 charts.

Occupational Outlook Bulletins

Bulletin No.	Employment Outlook in the--	Price
929	Plastics Products Industry. (1948) Illus.	20 cents
944	Electric Light and Power Occupations. (1948) Illus.	30 cents
961	Railroad Occupations (1949) Illus.	30 cents

Bulletin No.	Employment Outlook in the --	Price
994	Petroleum Production and Refining. (1950). Illus.	30 cents
1010	Men's Tailored Clothing Industry. (1951) Illus.	25 cents
1020	Department Stores. (1951) Illus.	20 cents
1048	Accounting (1952) Illus.	20 cents
1054	Merchant Marine. (1952) Illus. . .	30 cents
1072	Electronics Manufacturing. (1952) Illus.	25 cents
1126	Printing Occupations. Reprinted from the 1951 Occupational Outlook Handbook. (1953) Illus. . .	25 cents
1128	Air Transportation. Reprinted from the 1951 Occupational Outlook Handbook. (1953) Illus. . .	20 cents
1130	Metalworking Occupations. Reprinted from the 1951 Occupational Outlook Handbook (1953) Illus.	30 cents
1138	Automobile Industry. (1953) Illus.	25 cents
	Employment Outlook for --	
968	Engineers. (1949) Illus.	55 cents
972	Elementary and Secondary School Teachers. (1949) Illus. . .	40 cents
1050	Earth Scientists. (1952) Illus. . .	30 cents
1129	Mechanics and Repairmen. Reprinted from the 1951 Occupational Outlook Handbook. (1953) Illus.	20 cents
1131	Technicians. A Report on Draftsmen, Engineering Aids, Laboratory technicians, and Electronic Technicians. (1953) Illus.	25 cents
1144	Physicists (1953) Illus.	25 cents

Occupational Outlook Supplements

Supp. to 968	Effect of Defense Program on Employment Outlook in Engineering. (1951)	15 cents
Supp. to 972	Effect of Defense Program on Employment Outlook for Elementary and Secondary School Teachers, (1951)	15 cents

Special Reports

Bulletin No.		Price
881	Factors Affecting Earnings in Chemistry and Chemical Engineering (1946)	10 cents
1001	Tables of Working Life. Length of Working Life for Men. (1950)	40 cents
1027	Employment, Education, and Earnings of American Men of Science (1951).	45 cents
1092	Employment and Economic Status of Older Men and Women (1952) . .	30 cents
	Employment Opportunities for Student Personnel Workers in Colleges and Universities. (1951) .	Free
	Elementary and Secondary School Principalships--Chief Advancement Opportunity for Public School Teachers. (1951).	Free
	Employment Opportunities for Counselors in Secondary and Elementary Schools. (1951)	Free
1117	Federal White-Collar Workers -- Their Occupations and Salaries, June 1951. (1952).	15 cents
1119	Negroes in the United States: Their Employment and Economic Status. (1952) 60 pp	30 cents
1120	The Mobility of Tool and Die Makers 1940-1951. (1952) 67 pp. . .	35 cents
1121	Occupational Mobility of Scientists. A Study of Chemists, Biologists, and Physicists with Ph.D. Degrees. (1953).	35 cents
1132	Manpower Resources in Chemistry and Chemical Engineering. (1953) .	50 cents
	Employment, Education, and Income of Engineers, 1949-1950. (1952) 48 pp	Free
1148	Scientific Research and Development in American Industry --A Study of Manpower and Costs. (1953) 106 pp.	50 cents

Occupational Outlook Mailing List

Schools, vocational guidance agencies, and others who wish to receive brief summaries of each new Occupational Outlook report, usually accompanied by a wall chart, may be placed on a mailing list kept for this purpose. Requests should be addressed to the Bureau of Labor Statistics, U. S. Department of Labor, Washington 25, D. C., specifying the Occupational Outlook Mailing List. Please give your postal zone number.

*Unless otherwise designated, for sale by the Superintendent of Documents at prices indicated. How to order publications: Address your order to the Superintendent of Documents, Government Printing Office, Washington 25, D. C., with remittance in check or money order. Currency is sent at sender's risk. Postage stamps are not acceptable.

Those reports which are listed as free may be obtained directly from the U. S. Department of Labor, Bureau of Labor Statistics, Washington 25, D. C., as long as the supply lasts.